

ADMIRAL TURNER'S SPEECH FILES

20 NOVEMBER 1973

MANAGEMENT (Pogo slides, etc.), by  
STANSFIELD TURNER

Navy Declassification/Release Instructions on File

11/19/73

SLIDE 1L            POGO

FLIPS 1, 2, 3            WHAT IS VALUE OF ANALYSIS? - 4, 0, 56, 112, 8

SLIDE 2L            KEEP IN MIND OBJECTIVE OF COURSE IS MANAGERS

SLIDE 3L            ELEMENTS OF MANAGEMENT

MANAGERS INVOLVED IN ALL STEPS - ANALYST IN FIRST 3

FLIP 1            CONFUSION IN TERMS "SYSTEMS ANALYSIS" AND  
QUANTIFIED ANALYSIS - ONLY A PART (FLIP 1)

EVEN HERE JUDGMENT A PART

SLIDE 4R

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1  
ELABORATE ON QUANTIFICATION

1. COSTS - TOO FREQUENTLY ASSUMED VERIFIABLE, EXACT,  
JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

A/C

SLIDE 5R

2. BENEFITS - MORE COMPLEX

PAY OFFS JUDGEMENTS ALSO - E.G. BOMBING HO CH MINH  
TRAIL (TRUCKS, TONS, REPAIRS)

MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 6R      ANOTHER WAY LOOK AT CONFLICT

HERE ON DISCUSS SPECIFICS OF MANAGEMENT IN NAVY BUDGET TERMS

APPLIES ALL ORGANIZATIONS

- APPLIES NON-BUDGET ISSUES

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1



Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 8R           OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1.           INPUTS - BARONS & CZARS

                  OUTPUTS - NO ONE RESPONSIBLE -

                  ALL HAVE A HAND

                  SOB'S TEND VIEW IN THESE TERMS

FLIP 2.           PRESIDENT

SLIDE 10 L       ARMY INPUT ORGANIZATION

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 3 L

WHY ORGANIZATION IMPORTANT? BACK TO PROCESS  
Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1  
INCENTIVES - INPUT ORIENTED

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

OBJECTIVES STATED

EXPLICIT CRITERIA

SHOW ALTERNATIVES

FLIP 3

WHY MANAGER KNOWS RESULT

(ON 8R)

P-3

R&D

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

WHAT MEAN FOR YOU

BETTER BE PREPARED:

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVES THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

YOUR ROLE CAN BE:

OFFENSE

DEFENSE

SLIDE 3L OFF  
SLIDE 11R ON

BEST SOLUTION (WON'T BE GOOD UNLESS KNOW WHAT'S BEST)

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 11R

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

BUT DO NOT WANT 1 ANALYST - ALL HAVE BIASES - BLINDERS -

NO RIGHT/WRONG ANALYSIS

SLIDE 3L

JUDGMENT

COST

BENEFITS

COMPETITION

PRODDING OF SOB'S

LAY ON TABLE FOR MANAGERS FULL RANGE

SLIDE 8R OFF

SLIDE 11R OFF

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 12R

AFTER DONE GOOD ANALYSIS MUST CRANK IN CONSTRAINTS

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

OSD

1. ALTERNATIVES - MUST BE CAREFUL

A. OBJECTIVES  
- DIFFERENT  
JUDGEMENTS

B. OTHER SERVICES - SEA CONTROL vs AIRLIFT

(ALWAYS HIDE THE VERBOTEN

BALL - ALTERNATIVES) 2. STATE CRITERIA

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

3. EXPLICIT

NOT WAY GAME PLAYED

ASK FOR MORE THAN EXPECT

AGAIN

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

1. OFFENSE - RECOGNIZE LIMITS

2. DEFENSE

~~Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1~~  
~~WHILE IN RUSSIA~~

ALTERNATIVES

DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

(CONT'D)

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

CONGRESS Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

POLITICAL FACTORS - MORE OBVIOUS

STILL, DOES NOT INVALIDATE ANALYTIC APPROACH - CONGRESS HAS  
OWN ANALYSTS -

WOOLSEY, O'DEEN

VALUE

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

FLIP 1

RETURN PROCESS

SLIDE 3L OFF Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 13R

TECHNIQUES TO WATCH AS MANAGER

1. OBJECTIVES

ONES YOU SET

ONES YOUR COMMON SUPERIOR SET

ONES SET TO DRIVE RESULTS

AHP SSN

2. ASSUMPTIONS

THREAT

P-3 - BEAR AIRCRAFT

3. SENSITIVITIES

ONE MOST VALUABLE CHECKS



SLIDE 14L

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

A.B.C. CASE TREBLE COST VS 2 HITS

4. ALTERNATIVES

DESIRED ANSWER + STRAW MAN

ROLE MANAGER TO THINK UP ALTERNATIVES

BETTER HIS ANALYSTS - EASIER

5. ANY SAY COMPOSITION STUDY GROUP -

ANTAGONISTS

COMPETITION

6. BE SUSPICIOUS OF ANSWERS THAT JUSTIFY FORCE LEVELS, ETC.

NO.

MOST USEFUL THINGS GET FROM GOOD STUDY ANALYSIS -

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

WANT DEVELOP  
NEXT - HARDWARE - TACTICS

SLIDE 15L

<sup>MCM</sup>  
Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

NARAC-G

7. CONCLUSIONS

BE SUSPICIOUS

JUMP FROM ANALYSIS TO DECISION INVOLVES LOT  
JUDGEMENTS

TEST

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

JUMP TO IMPLEMENTATION

CONFUSION BETWEEN ANALYSIS AND ADVOCACY

GETTING DECISION CARRIED OUT GREATEST PART OF TASK

NOT UNUSUAL

OOD - RIGHT STANDARD RUDDER

XO - LIBERTY AT 1630

CO - DIVISION OFFICERS COUNSEL MEN

SELL

SQD CDR - J.O.'S TRAINED IN COUNTER INSURGENCY

IGNORE

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1  
BASIC PRINCIPLE

PRESENT CONTRARY VIEWS BOSS UNTIL DECISION MADE -  
SUPPORT

SIMILARLY UP TO POINT - PRESENT BOSS WITH ANALYSIS  
THEN BECOME ADOCATES AS TURN OUTWARD  
DOES NOT MEAN PROSTITUTE ANALYSIS

MUST BE ABLE TO DEFEND

IF USING ON OFFENSE

MUST KNOW GOOD FROM BAD IF PLACED ON DEFENSE

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

SLIDE 1L POGO

FLIPS 1, 2, 3 WHAT IS VALUE OF ANALYSIS? - 4, 0, 56, 112, 62

SLIDE 2L KEEP IN MIND OBJECTIVE OF COURSE IS MANAGERS

SLIDE 3L ELEMENTS OF MANAGEMENT

MANAGERS INVOLVED IN ALL STEPS - ANALYST IN FIRST 3

FLIP 1 CONFUSION IN TERMS "SYSTEMS ANALYSIS" AND

QUANTIFIED ANALYSIS - ONLY A PART (FLIP 1)

EVEN HERE JUDGMENT A PART

SLIDE 4R ELABORATE ON QUANTIFICATION

1. COSTS - TOO FREQUENTLY ASSUMED VERIFIABLE, EXACT,

JUDGMENT GOOD PART

DO NOT ACCEPT W/O UNDERSTANDING JUDGMENTS

A/C

SLIDE 5R 2. BENEFITS - MORE COMPLEXPAY OFFS JUDGMENTS ALSO - E.G. BOMBING HO CH MINHTRAIL (TRUCKS, TONS, REPAIRS)

MILITARY HAS EDGE -

SECDEF CANNOT BUCK

BUT ONLY IF TALKING IN SAME TERMS

SLIDE 8R ~~ANOTHER WAY LOOK AT CONFLICT~~

HERE ON DISCUSS SPECIFICS OF MANAGEMENT IN NAVY BUDGET TERMS

APPLIES ALL ORGANIZATIONS

APPLIES NON-BUDGET ISSUES

NAVY BUDGET PROCESS

FOCUS FIRST INTERNAL NAVY PROCESS

3

SLIDE 8R

OPNAV - TONGUE-IN-CHEEK CHART

FLIP 1.

INPUTS - BARONS & CZARS

OUTPUTS - NO ONE RESPONSIBLE -

ALL HAVE A HAND

SOB'S TEND VIEW IN THESE TERMS

FLIP 2.

PRESIDENT

SLIDE 10 L

ARMY INPUT ORGANIZATION

4

JOB OF MANAGER IS TO TRANSLATE INTO OUTPUTS

PROBLEM -

ANALYSIS MAY NOT BE:

OBJECTIVES STATED

EXPLICIT CRITERIA

SHOW ALTERNATIVES

FLIP 3

WHY MANAGER KNOWS RESULT

(ON 8R)

P-3

R&D

5

WHAT MEAN FOR YOU

BETTER BE PREPARED: *Defense*

SCRUTINIZE OBJECTIVES/CRITERIA

ENSURE ALTERNATIVES THERE

WATCH FOR JUDGMENTS & ASSUMPTIONS

UNDERSTAND ENOUGH OF QUANTITATIVE TECHNIQUES TO

BE SKEPTICAL - NOT BE SNOWED - RECOGNIZE APPLICABILITY

YOUR ROLE CAN BE

~~OFFENSE~~

~~DEFENSE~~

*Do analysis - Distort - No -*

1. BEST SOLUTION (WON'T BE GOOD UNLESS KNOW WHAT'S BEST)

2. *Don't get away*

6

SLIDE 3L OFF  
~~SLIDE 11R ON~~

SLIDE 11R

EFFECTIVENESS OF THE SYSTEM ?  
Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1  
BUT DO NOT WANT 1 ANALYST - ALL HAVE BIASES - BLINDERS -

NO RIGHT/WRONG ANALYSIS

SLIDE 3L

JUDGMENT

COST

BENEFITS

COMPETITION

PRODDING OF SOB'S

LAY ON TABLE FOR MANAGERS FULL RANGE

SLIDE 8R OFF

~~SLIDE 11R OFF~~

*Alternatives*  
*Essence problem*  
*System - compl. to work*  
*one solution*  
*Depend top manager*  
*decision making*

SLIDE 12R

~~AFTER DONE GOOD ANALYSIS MUST CRANK IN CONSTRAINTS~~

OSD must look in

1. ~~ALTERNATIVES~~ - MUST BE CAREFUL

A. ~~OBJECTIVES~~

- DIFFERENT

JUDGEMENTS

B. ~~OTHER SERVICES~~ - SEA CONTROL vs AIRLIFT

(ALWAYS HIDE THE

BALL - ALTERNATIVES)

2. ~~STATE CRITERIA~~

NOT ALWAYS

USMC - EUROPE

SEA CONTROL

3. ~~EXPLICIT~~

~~NOT WAY GAME PLAYED~~

~~ASK FOR MORE THAN EXPECT~~  
~~AGAIN~~

1. ~~OFFENSE~~ - RECOGNIZE LIMITS

2. ~~DEFENSE~~



DOD

NON-DOD

POLITICAL REALITIES

PARTISAN POLITICAL

INTERNATIONAL POLITICAL

ECONOMIC REALITIES

SMALL BUSINESS - DEPRESSED AREAS

NATIONAL ECONOMY

(CONT'D)

*Clear times size Defense*  
*Be get more matter*  
*impact on national economy than security*  
*DOD not keen at all alternatives/alternatives*  
*needs*  
*be exposed*

CONGRESS

POLITICAL FACTORS --- MORE OBVIOUS

STILL, DOES NOT INVALIDATE ANALYTIC APPROACH - CONGRESS HAS

OWN ANALYSTS -

*Woolsey - ~~Older~~*  
*Analytic Ball holder*  
*process*  
VALUE

AGAIN OFFENSE - DEFENSE

ALSO -

MUST KNOW FIRST CHOICE TO SELECT 2ND

*confused - distorted -*  
*set aside by*  
*other considerations*

FLIP 1 ~~RETURN PROCESS~~

SLIDE 3L OFF

SLIDE 13R

TECHNIQUES TO WATCH AS MANAGER - *offense/defense*

1. OBJECTIVES

ONES YOU SET - *agree to*

ONES YOUR COMMON SUPERIOR SET

ONES SET TO DRIVE RESULTS

~~AHP SSN~~ *Link sub/defense cap*

2. ASSUMPTIONS

THREAT

P-3 - BEAR AIRCRAFT

3. SENSITIVITIES

ONE MOST VALUABLE CHECKS

*NARAC-B*

11

SLIDE 14L

A.B.C. CASE

TREBLE COST VS 2 HITS

4. ALTERNATIVES

DESIRED ANSWER + STRAW MAN

ROLE MANAGER TO THINK UP ALTERNATIVES

BETTER HIS ANALYSTS - EASIER

5. ANY SAY COMPOSITION STUDY GROUP -

ANTAGONISTS

COMPETITION

6. BE SUSPICIOUS OF ANSWERS THAT JUSTIFY FORCE LEVELS, ETC.

ETC.

NO.

MOST USEFUL THINGS GET FROM GOOD STUDY ANALYSIS -

INSIGHTS WERE WEAK POINTS ARE - WHAT WANT DEVELOP

NEXT - HARDWARE - TACTICS

12

*MEM*

## 7. CONCLUSIONS

BE SUSPICIOUS

JUMP FROM ANALYSIS TO DECISION INVOLVES LOT

JUDGEMENTS

~~TEST~~

*Open explicit complex situation  
lay open - expose issues*

13

*slid 3L* JUMP TO IMPLEMENTATION

CONFUSION BETWEEN ANALYSIS AND ADVOCACY

GETTING DECISION CARRIED OUT GREATEST PART OF TASK

~~NOT UNUSUAL~~

OOD - RIGHT STANDARD RUDDER

XO - LIBERTY AT 1630

CO - DIVISION OFFICERS COUNSEL MEN

SELL

SQD CDR - J.O.'S TRAINED IN COUNTER INSURGENCY

IGNORE

*2- strong  
Managers not excited about a  
lot of alternatives & contrary ideas  
floating about.*

14

PRESENT CONTRARY VIEWS BOSS UNTIL DECISION MADE -

SUPPORT

SIMILARLY UP TO POINT - PRESENT BOSS WITH ANALYSIS

THEN BECOME ADOCATES AS TURN OUTWARD

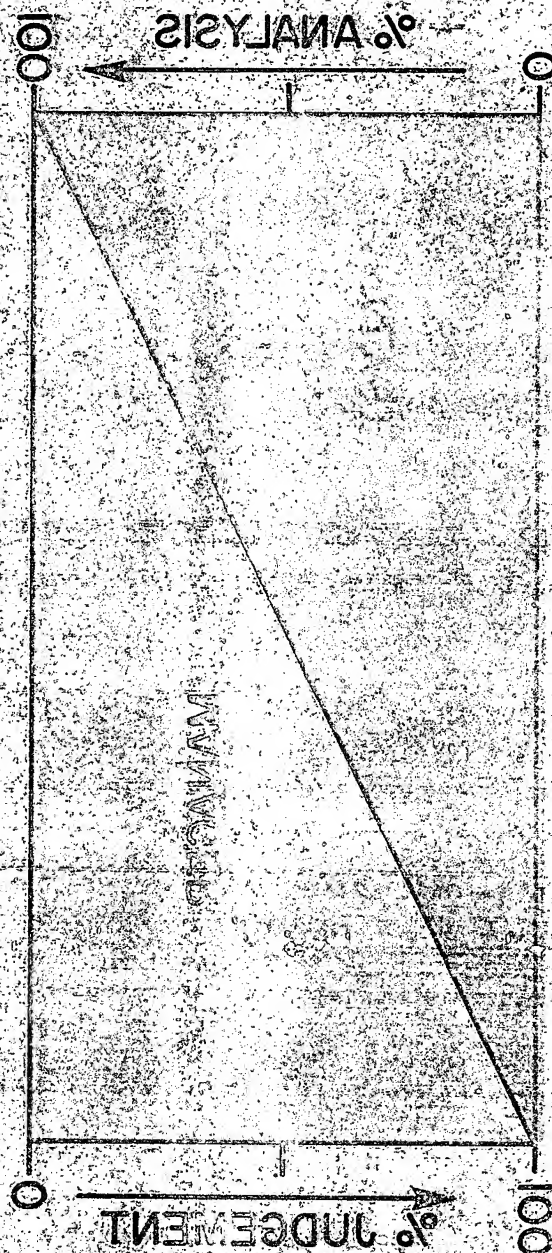
DOES NOT MEAN PROSTITUTE ANALYSIS

MUST BE ABLE TO DEFEND

→ IF USING ON OFFENSE

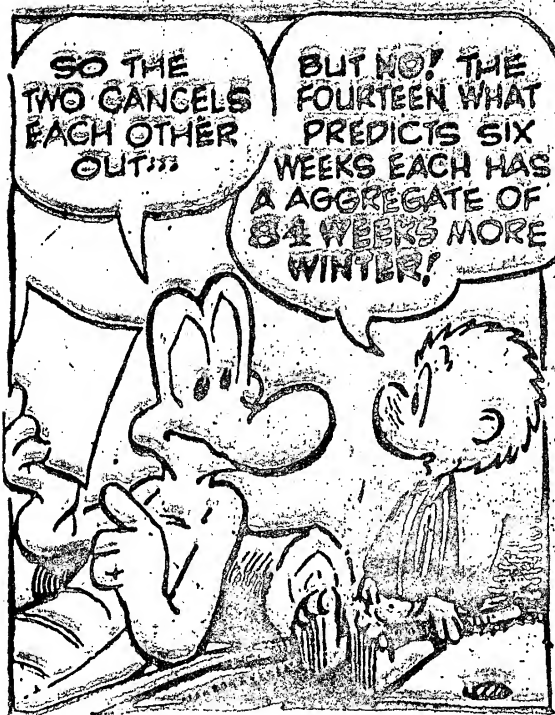
MUST KNOW GOOD FROM BAD IF PLACED ON DEFENSE

U.S. NAVY COLLEGE

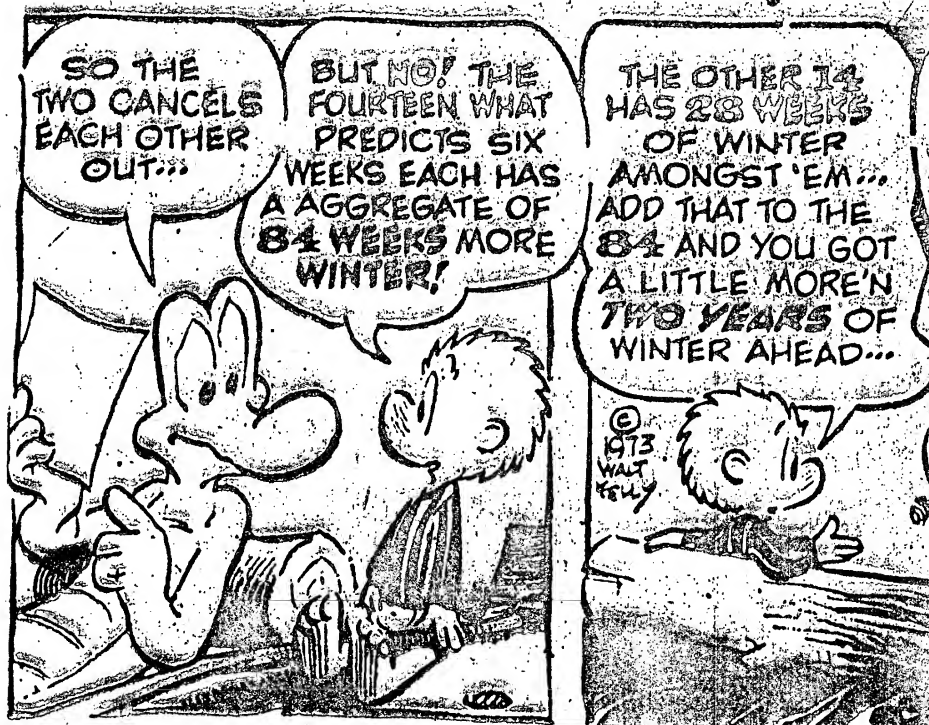






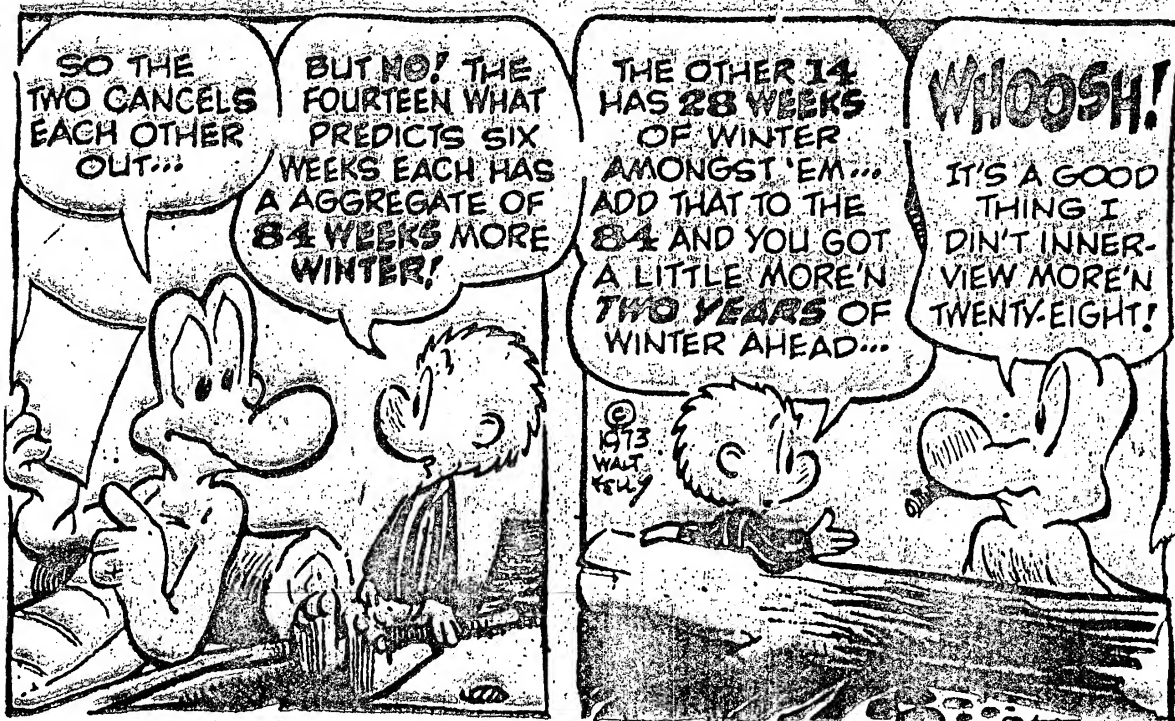


By Wal





By Walt Kelly





# U.S. NAVAL WAR COLLEGE

## QUANTIFICATION OF COSTS

ITEMS TO INCLUDE ?

SUPPORT

R & D

TIME TO COVER ?

LIFE EXPECTANCY ?

WHICH ESTIMATES ?

CONTRACTOR

SERVICE

CAPABILITY ?

MULTI-PURPOSE SYSTEMS

NON-DOLLAR COSTS



## QUANTIFICATION OF BENEFITS

### BASIC APPROACHES

CIVILIANS - HYPOTHETICAL FUTURES

ANALYSIS

MILITARY - PAST EXPERIENCE - INTUITION

HUMAN FACTORS

UNPREDICTABLE FACTORS

### PROBLEMS

PAY OFFS ?

INCOMMENSURABLES -

HUMAN LIFE

SPEED

PSYCHOLOGICAL IMPACT



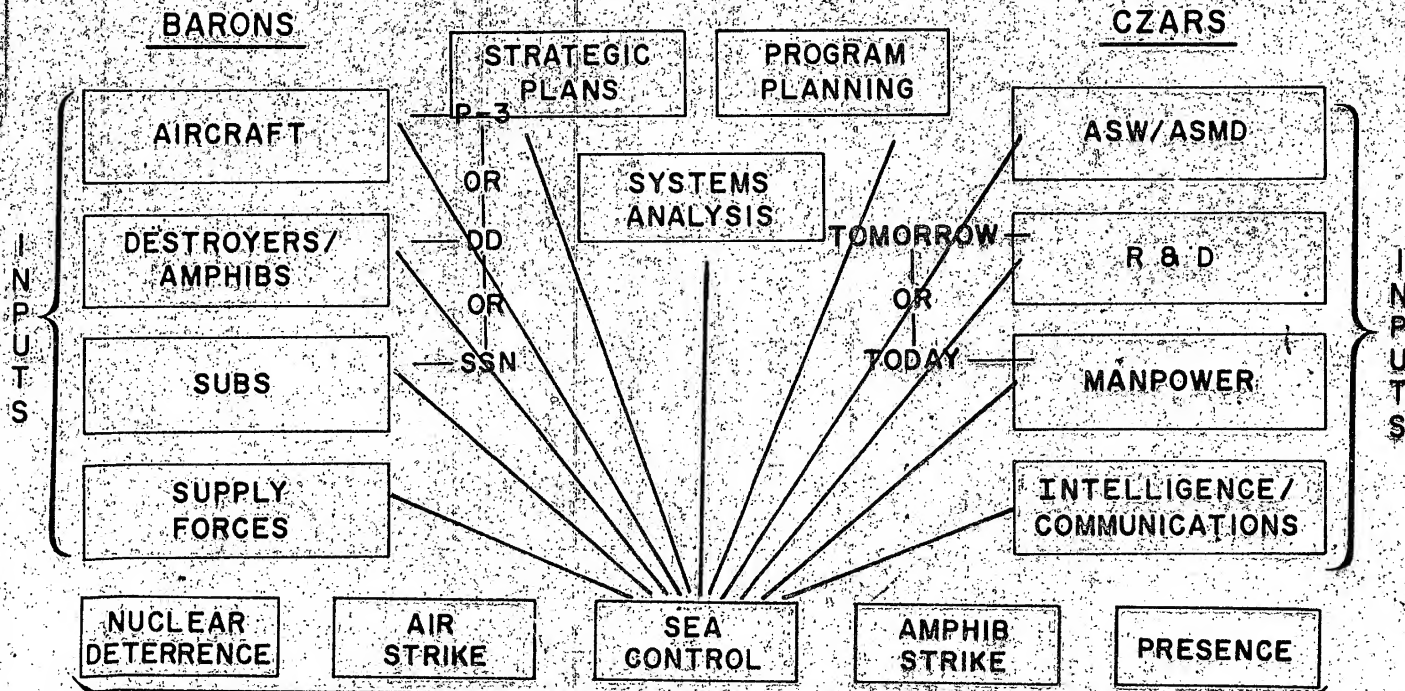
## OPNAV ORGANIZATION

CNO

SOB'S

BARONS

CZARS



OUTPUTS

## OPNAV ORGANIZATION

CNO

### SOB'S

#### BARONS

AIRCRAFT

DESTROYERS/  
AMPHIBS

SUBS

SUPPLY  
FORCES

STRATEGIC  
PLANS

PROGRAM  
PLANNING

SYSTEMS  
ANALYSIS

#### CZARS

ASW/ASMD

R & D

MANPOWER

INTELLIGENCE/  
COMMUNICATIONS

INPUTS

INPUTS

NUCLEAR  
DETERRENCE

AIR  
STRIKE

SEA  
CONTROL

AMPHIB  
STRIKE

PRESENCE

OUTPUTS

## OPNAV ORGANIZATION

GNO

SOB'S

BARONS

CZARS

INPUTS

INPUTS

AIRCRAFT

DESTROYERS/  
AMPHIBS

SUBS

SUPPLY  
FORCES

NUCLEAR  
DETERRENCE

STRATEGIC  
PLANS

PROGRAM  
PLANNING

SYSTEMS  
ANALYSIS

ASW/ASMD

R & D

MANPOWER

INTELLIGENCE/  
COMMUNICATIONS

AIR  
STRIKE

SEA  
CONTROL

AMPHIB  
STRIKE

PRESENCE

OUTPUTS

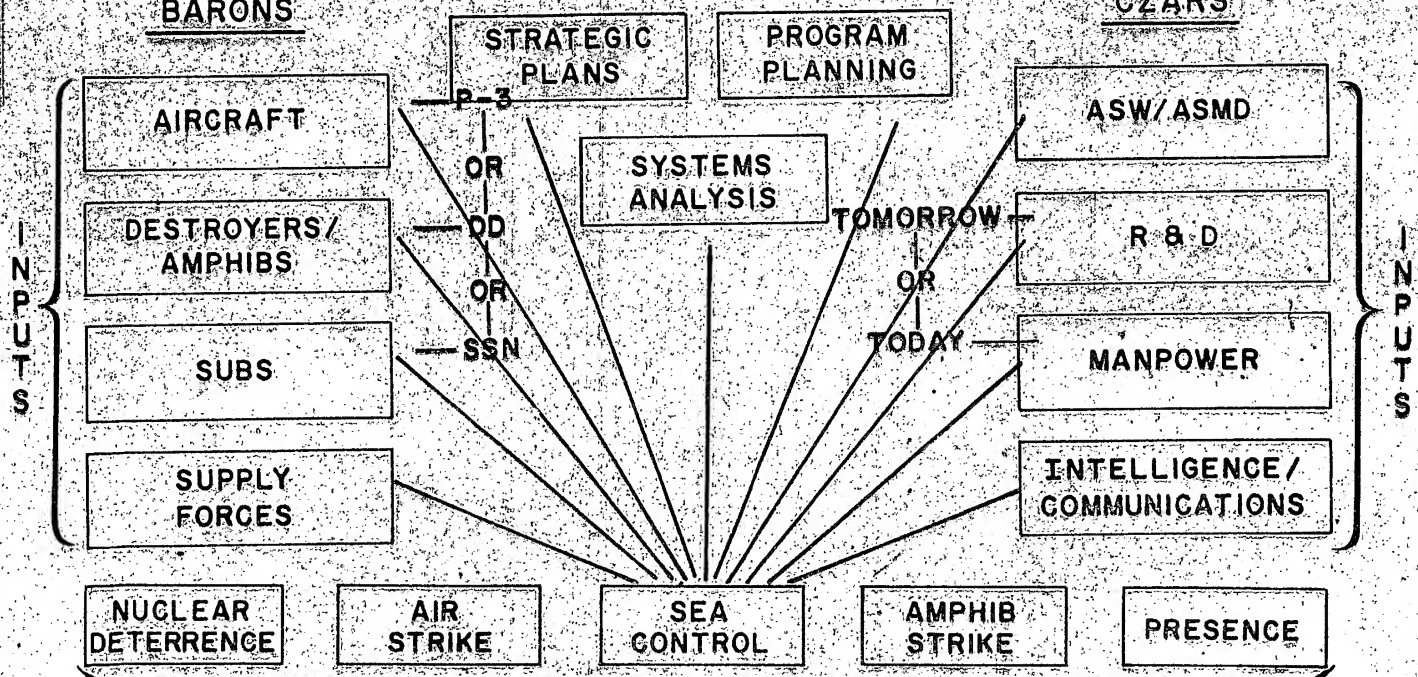
## OPNAV ORGANIZATION

CNO

SOB'S

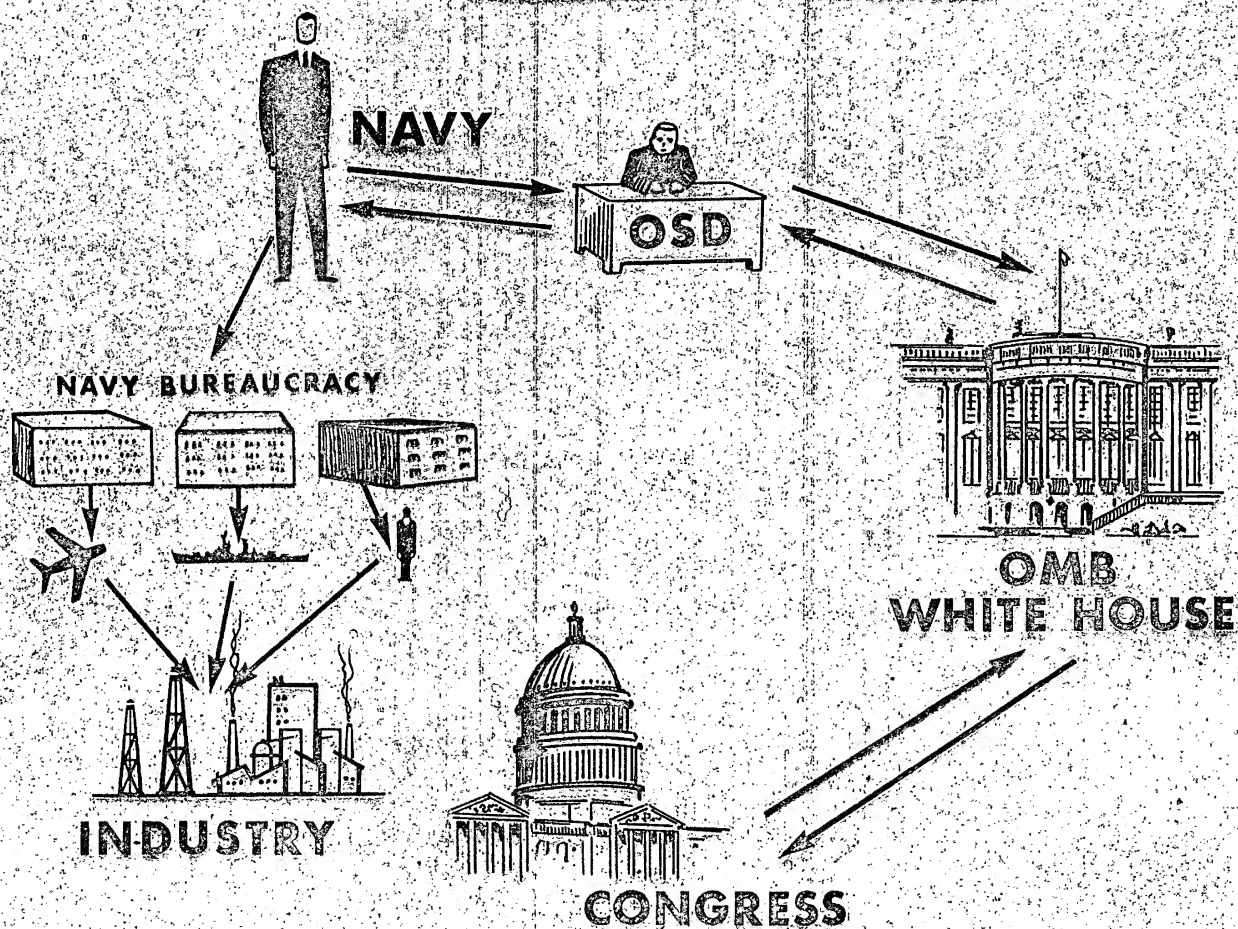
BARONS

CZARS



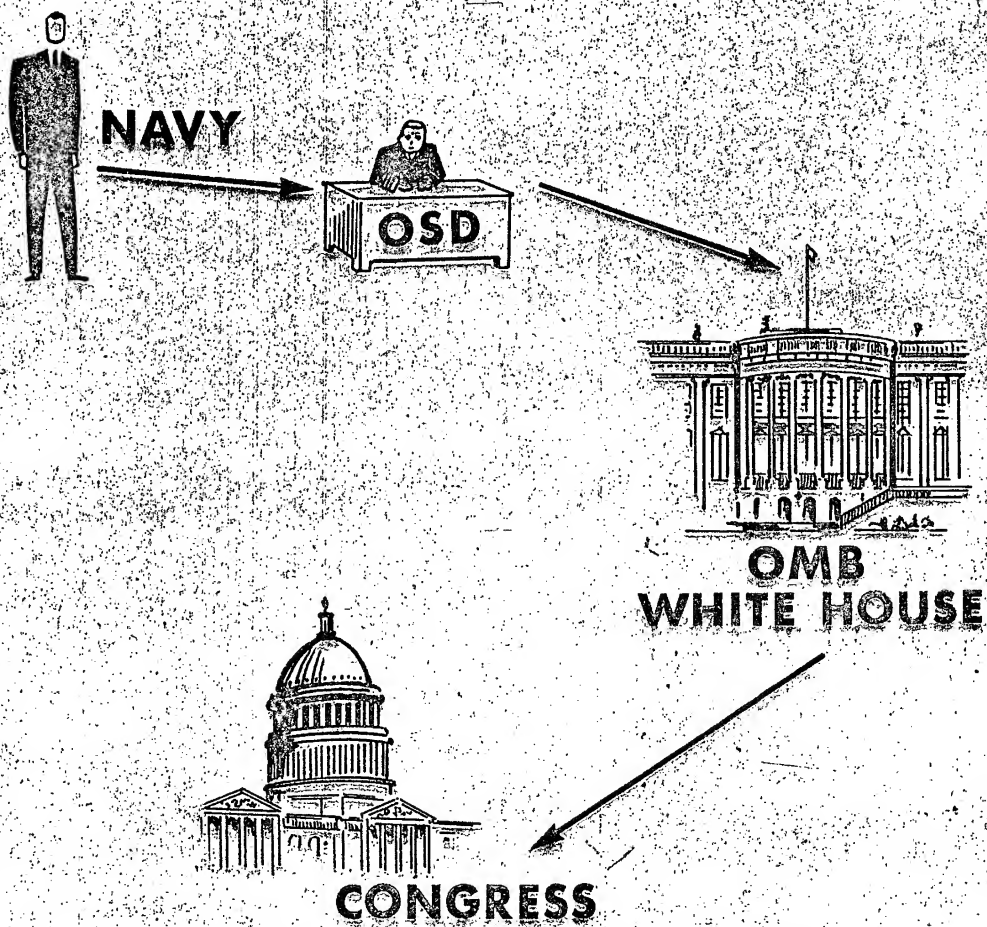


## NAVY BUDGET FLOW





## BUDGET FLOW





U.S. NAVAL WAR COLLEGE

## ANALYTIC TECHNIQUES TO WATCH

OBJECTIVES CORRECT  
ASSUMPTIONS STATED  
    ESPECIALLY THREAT  
SENSITIVITIES ILLUSTRATED  
ALTERNATIVES  
    COMPLETE  
    REALISTIC

COMPOSITION OF ANALYSIS GROUP  
SPECIFIC/NUMERICAL ANSWERS  
CONCLUSIONS

## **PROCESS FOR MANAGERS** **ELEMENTS OF LOGICAL THINKING**

**A  
N  
A  
L  
Y  
S  
I  
S**

**ESTABLISH OBJECTIVES-OUTPUT**

**UNCOVER ALTERNATIVES**

**DETERMINE MEASUREMENT CRITERIA**

**COMPARE COSTS**

**COMPARE BENEFITS**

**"QUANTITATIVE  
ANALYSIS"  
&  
JUDGMENT**

**DECISION / RECOMMENDATION**

**IMPLEMENTATION**

## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

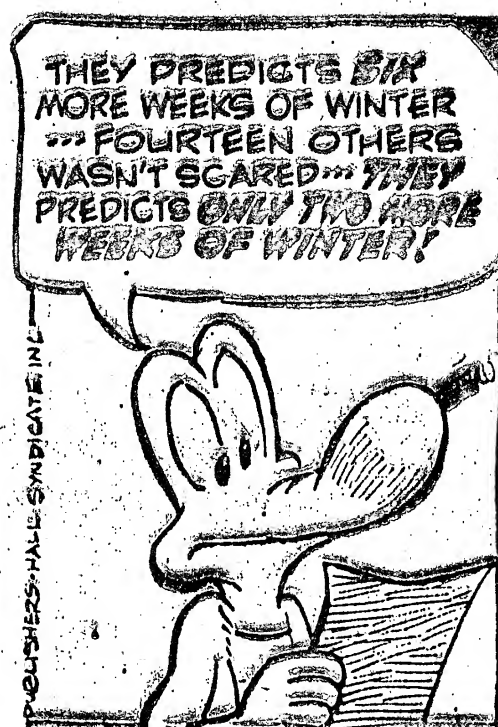
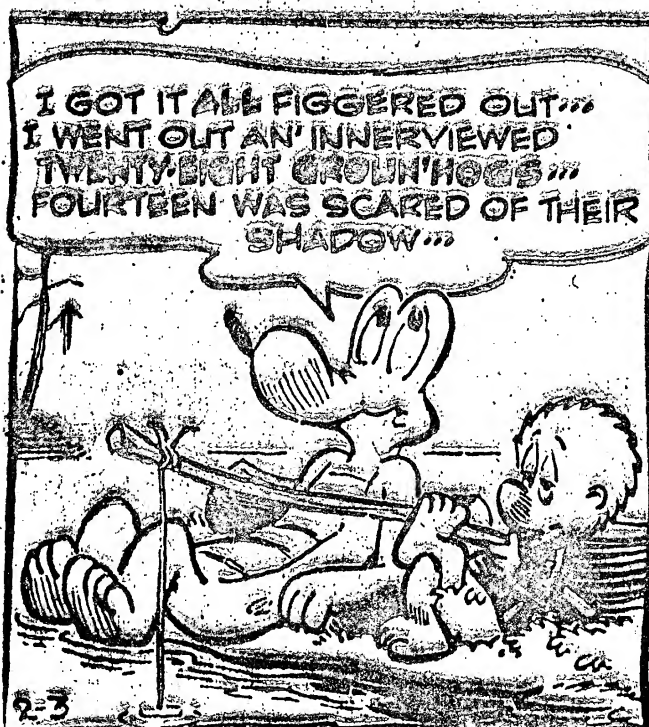
**A  
N  
A  
L  
Y  
S  
I  
S**

**ESTABLISH OBJECTIVES-OUTPUT  
UNCOVER ALTERNATIVES  
DETERMINE MEASUREMENT CRITERIA  
COMPARE COSTS  
COMPARE BENEFITS**

**DECISION / RECOMMENDATION  
IMPLEMENTATION**



## Pogo





# DEFENSE ECONOMICS OBJECTIVE

CONVEY A METHOD OF  
LOGICAL THINKING  
FOR MANAGERS

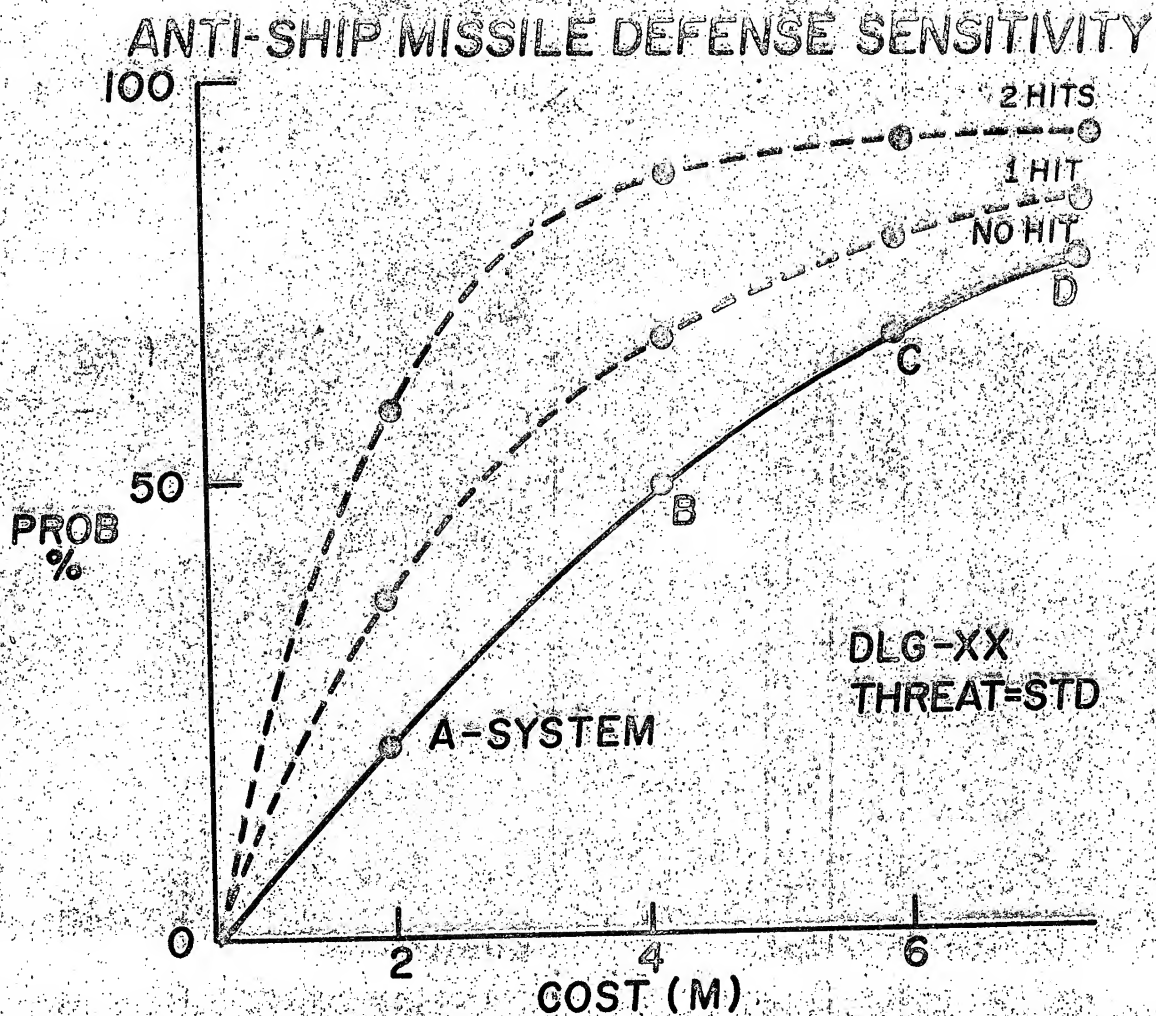


# EFFECT OF NAVIGATION ERROR

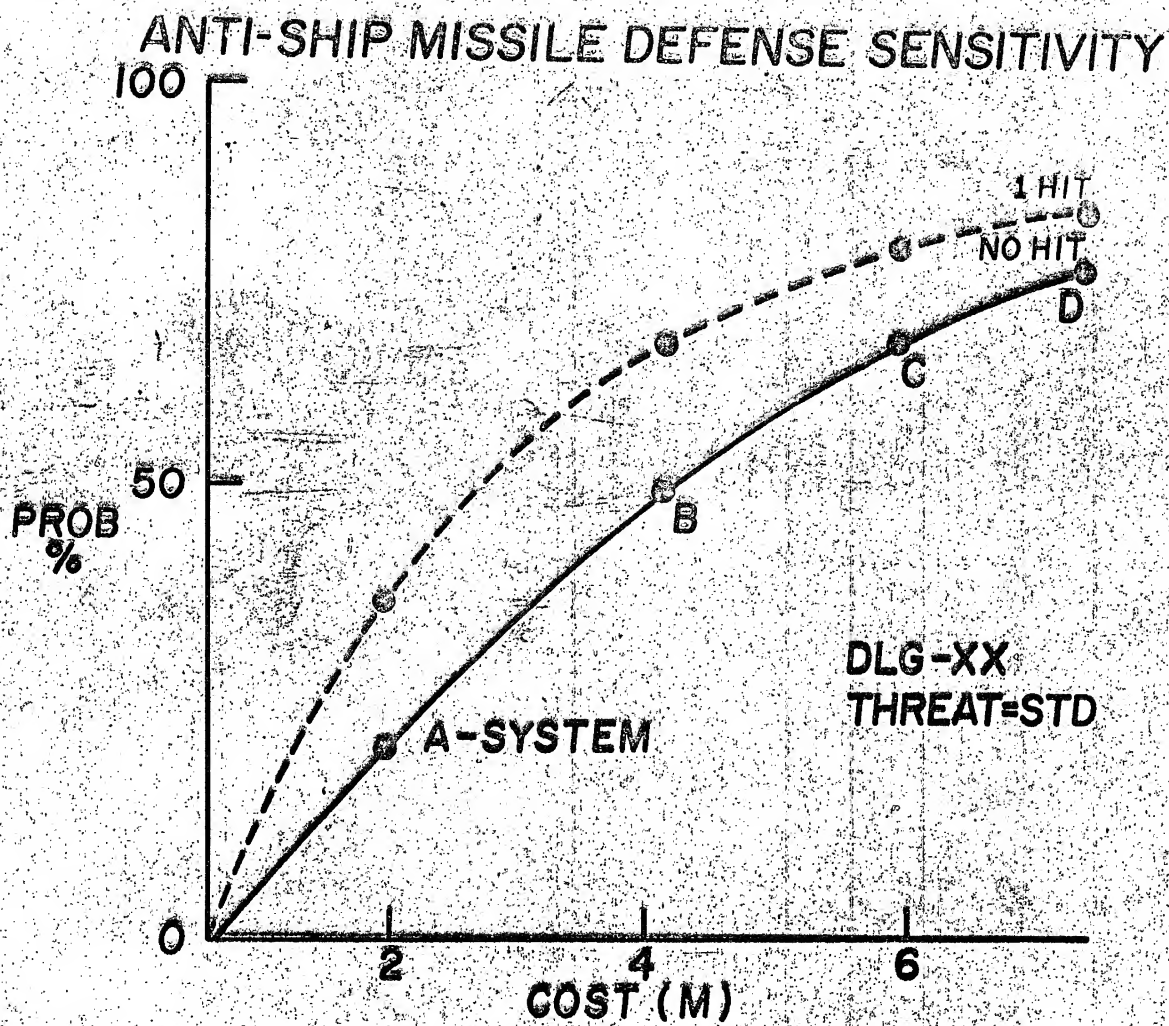
NAV. ERROR

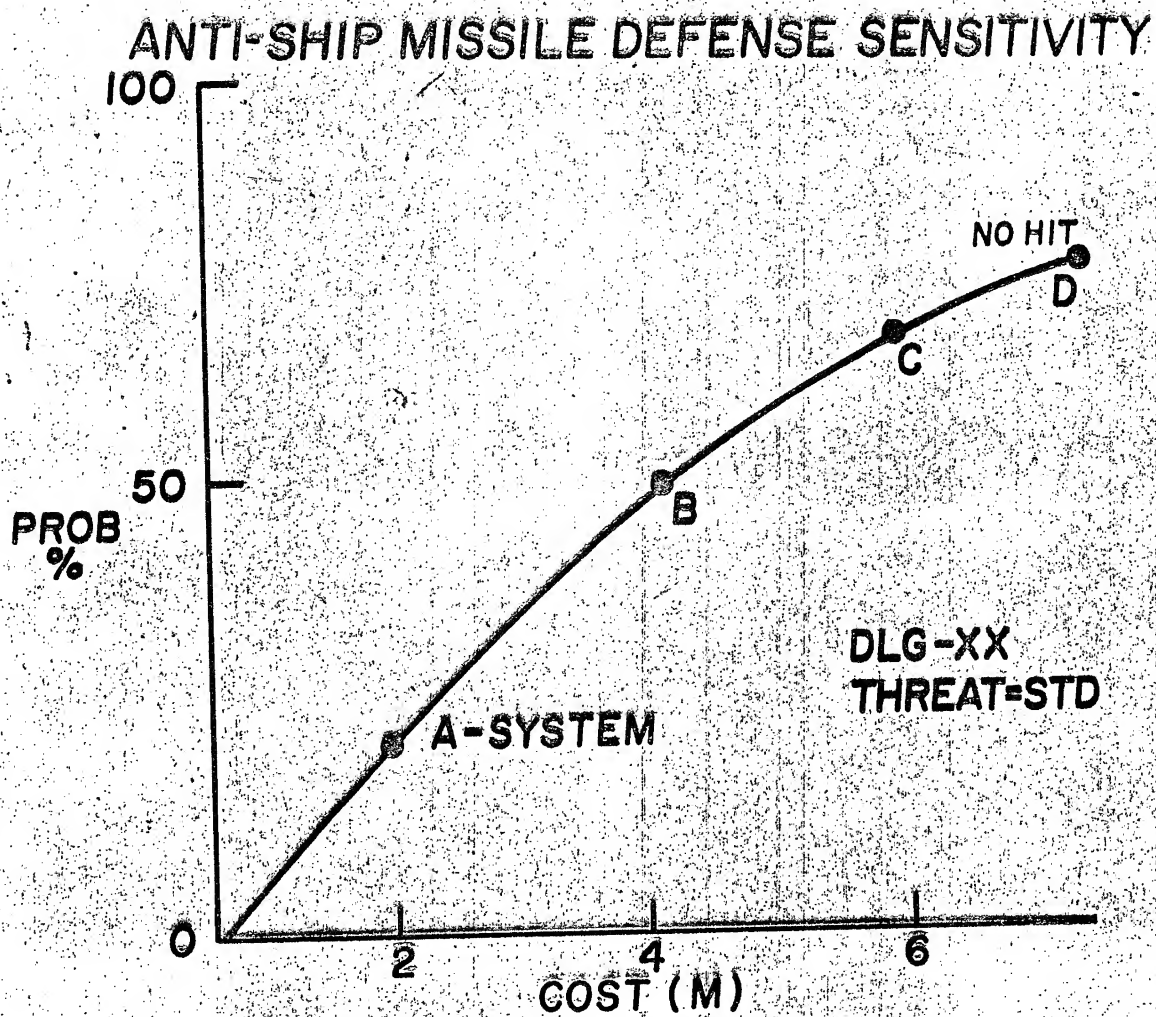
WE 200 YD

0 25 50 75 100  
NAVIGATION ERROR, YD





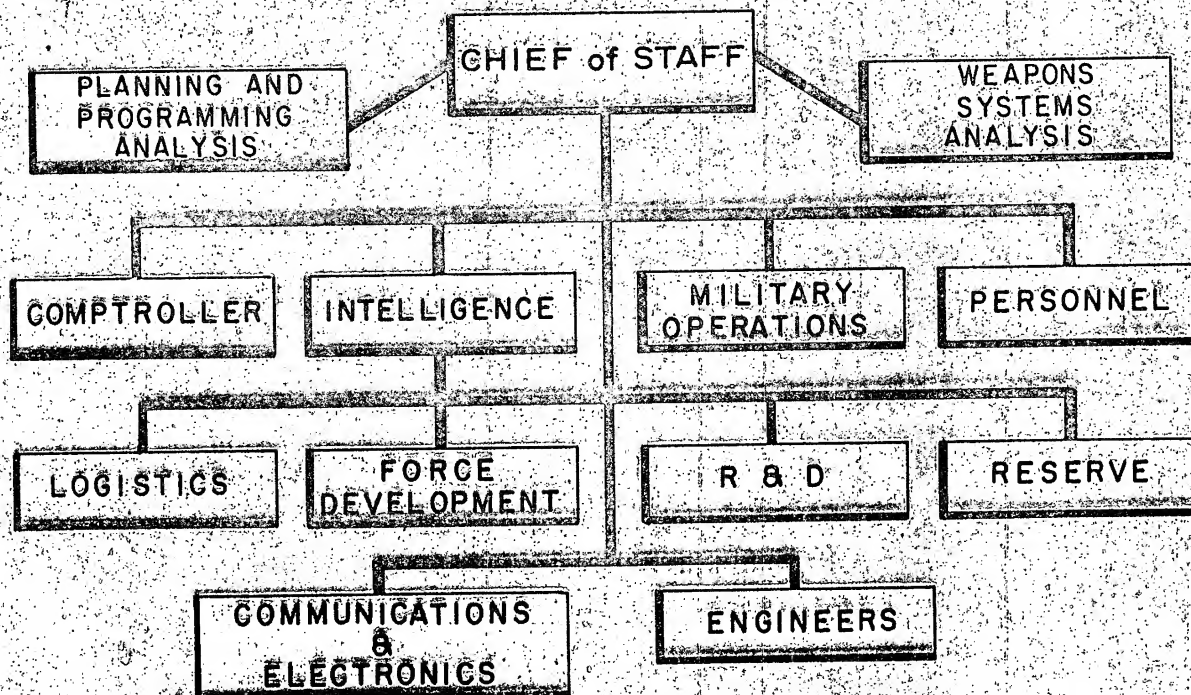






# U.S. NAVAL WAR COLLEGE

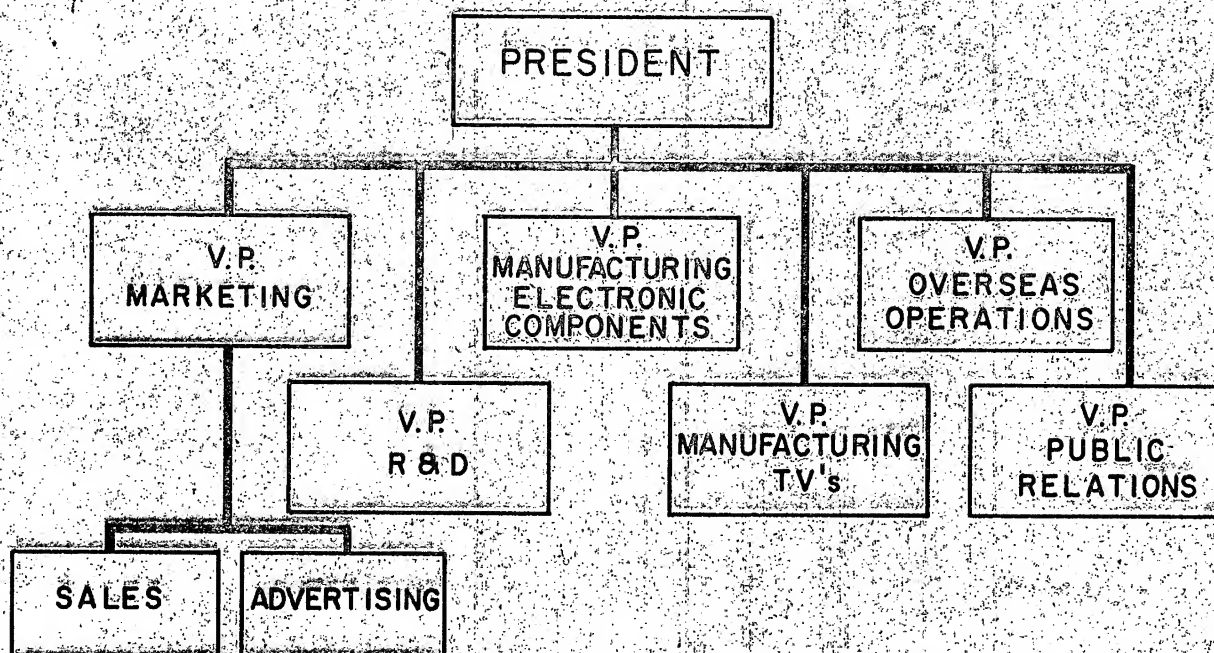
## ARMY HEADQUARTERS





# U. S. NAVAL WAR COLLEGE

## TYPICAL CORPORATE ORGANIZATION







# U.S. NAVAL WAR COLLEGE

## TECHNIQUES TO WATCH

OBJECTIVES STATED

ASSUMPTIONS STATED-

ESPECIALLY THREAT

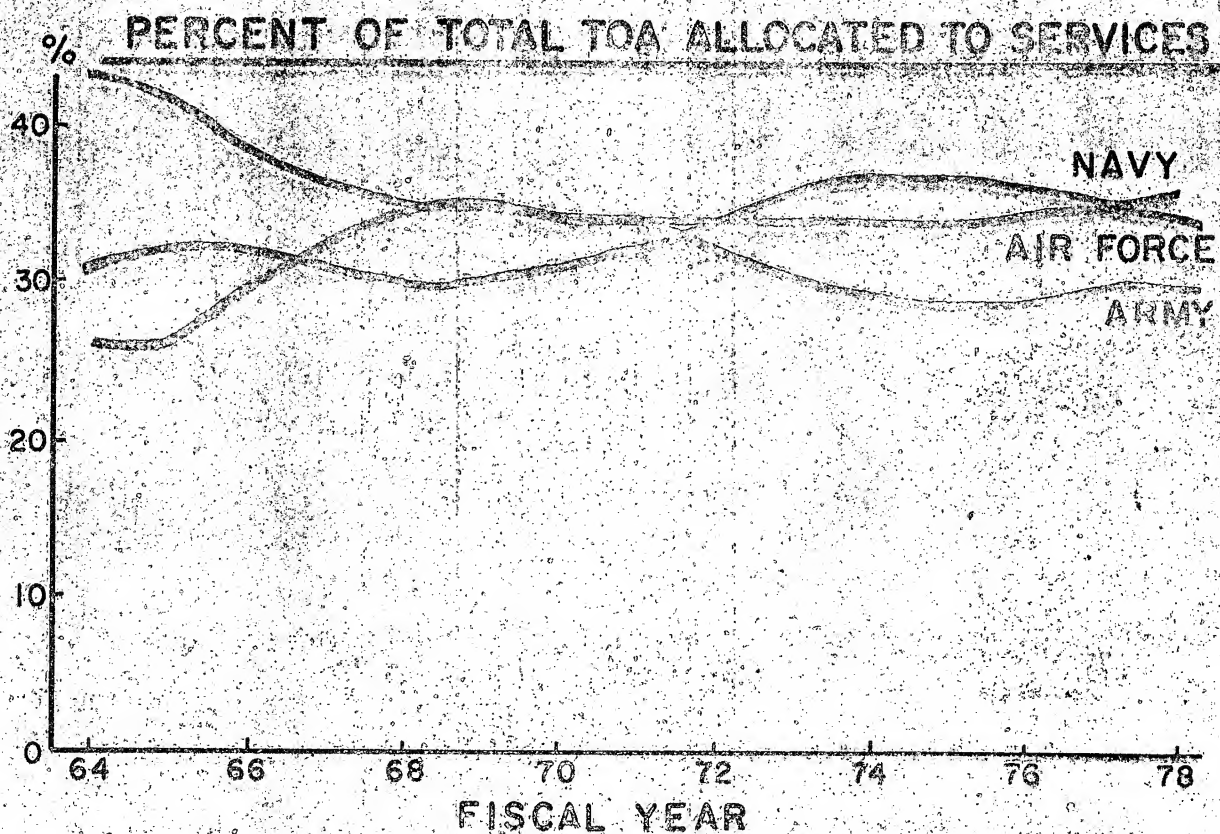
SENSITIVITY ILLUSTRATED

ALTERNATIVES SHOWN

CONCLUSIONS ?

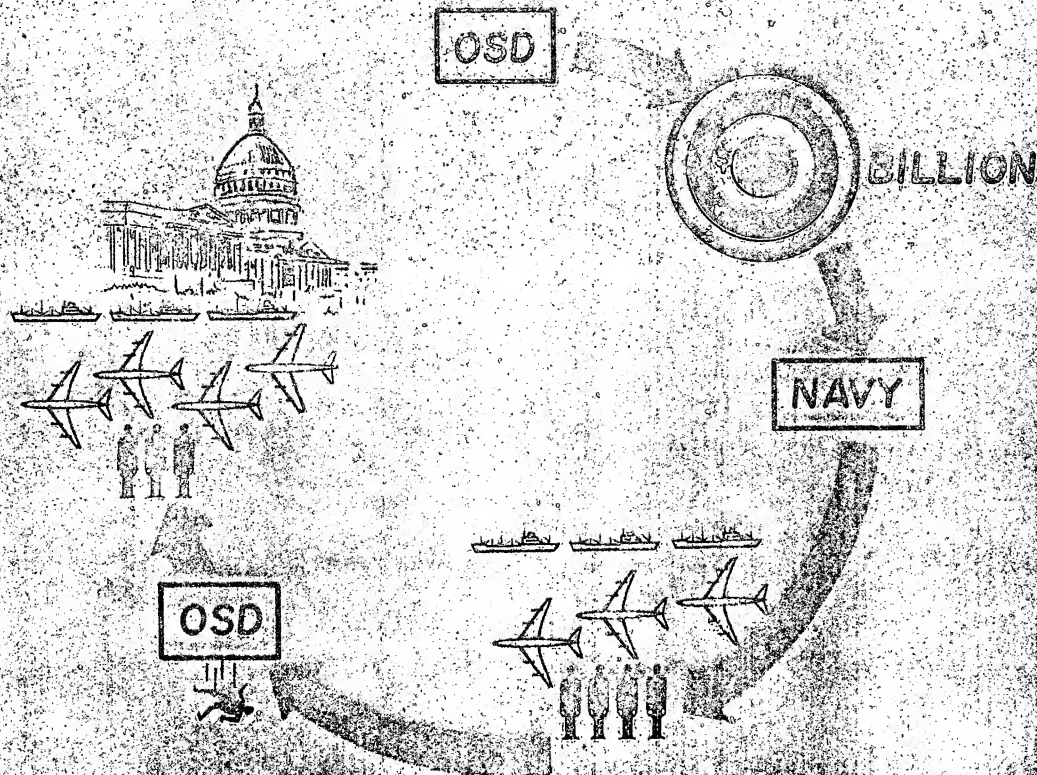


# U.S. NAVAL WAR COLLEGE



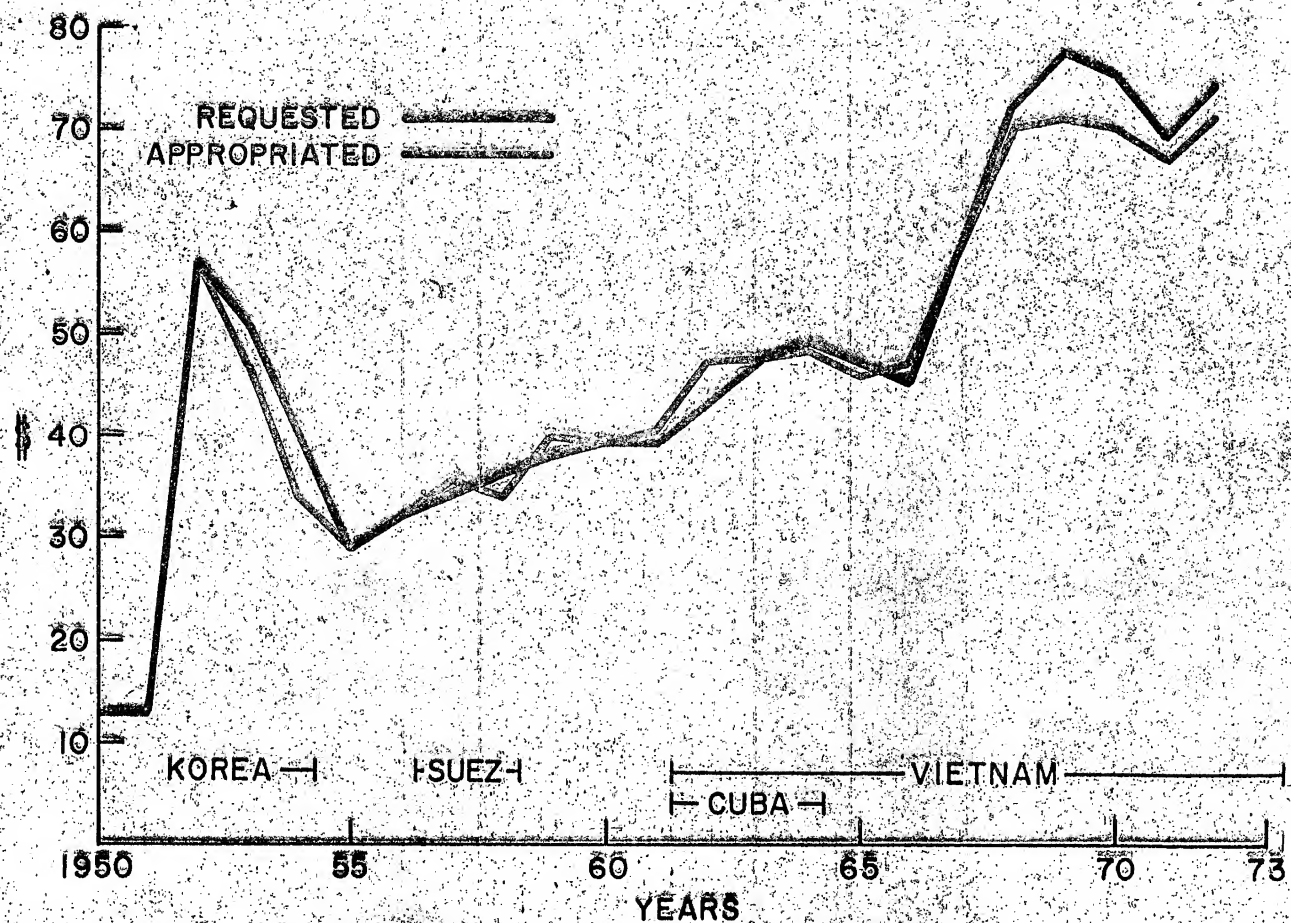


## NAVY BUDGETARY PROCESS



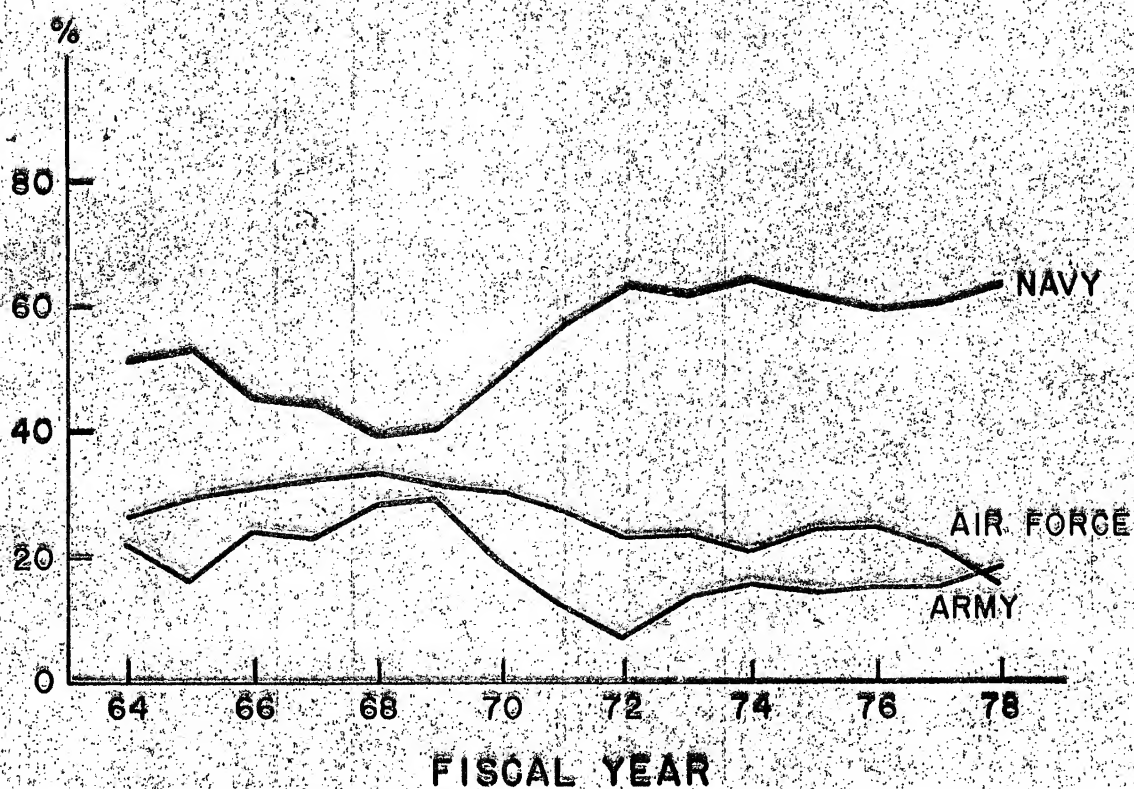


## DEFENSE APPROPRIATIONS (BILLIONS OF \$)



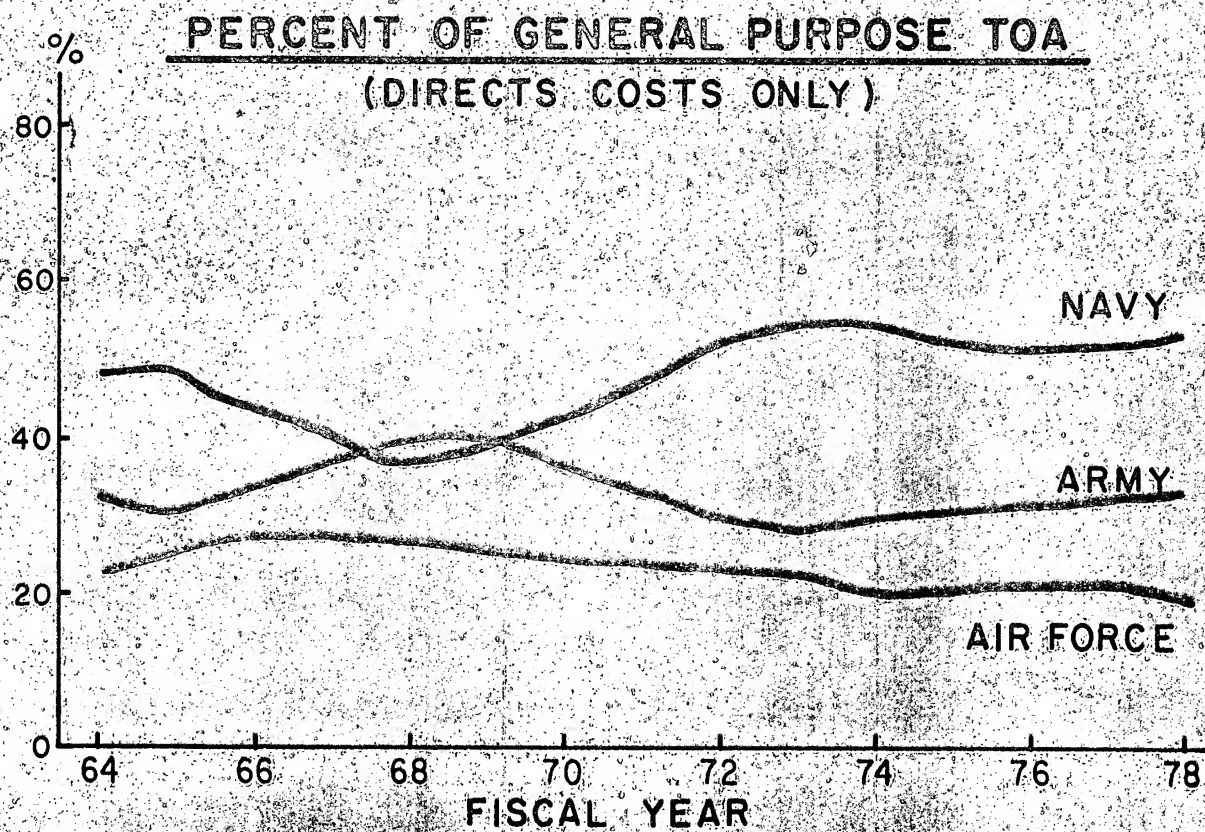


## PERCENT OF GENERAL PURPOSE INVESTMENT



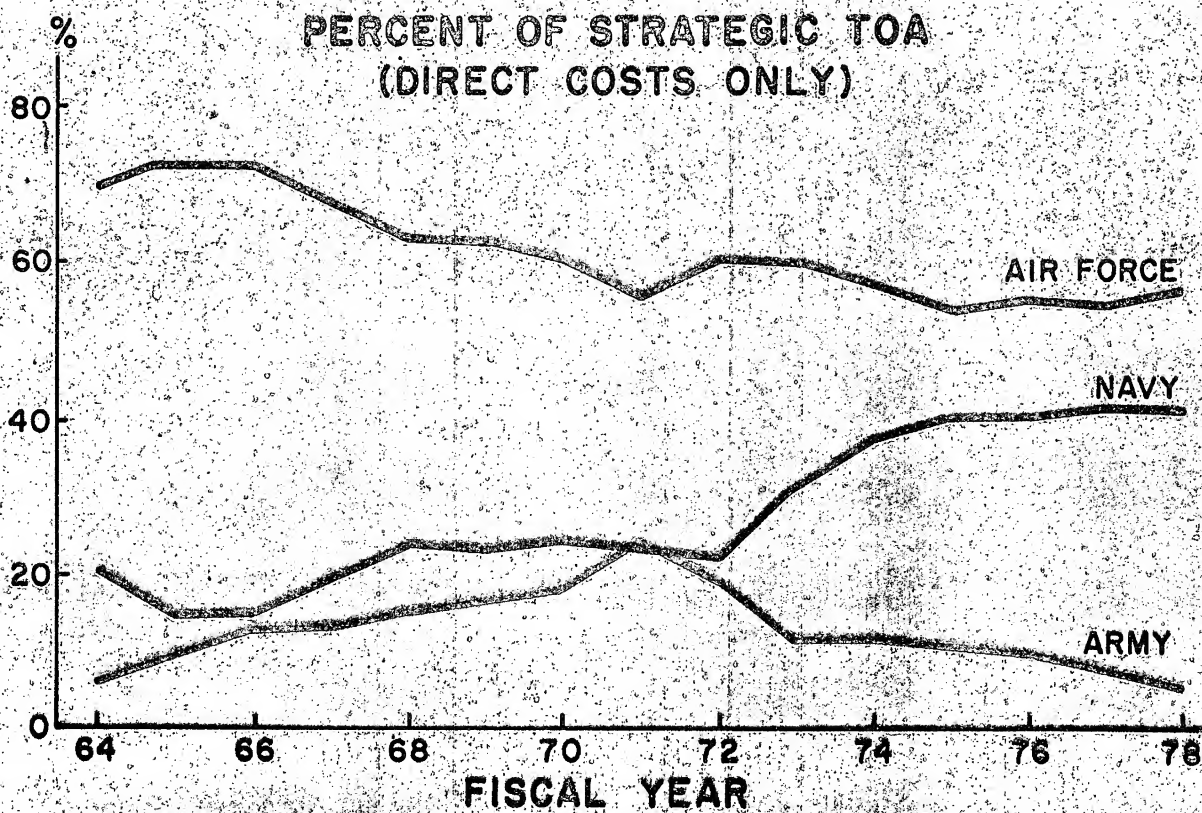


# U.S. NAVAL WAR COLLEGE





# U.S. ARMY, NAVY, AIR FORCE





## U.S. NAVAL WAR COLLEGE

### ESSENTIAL CHARACTERISTICS OF ANALYSIS

CONCERNED WITH CHOICE

SHOULD BE OPEN & EXPLICIT - EASILY CHECKED

STARTS WITH OBJECTIVES - OUTPUTS

CRITERIA FOR JUDGING

UNCOVERS ALTERNATIVES

COMPARES COSTS

COMPARES BENEFITS

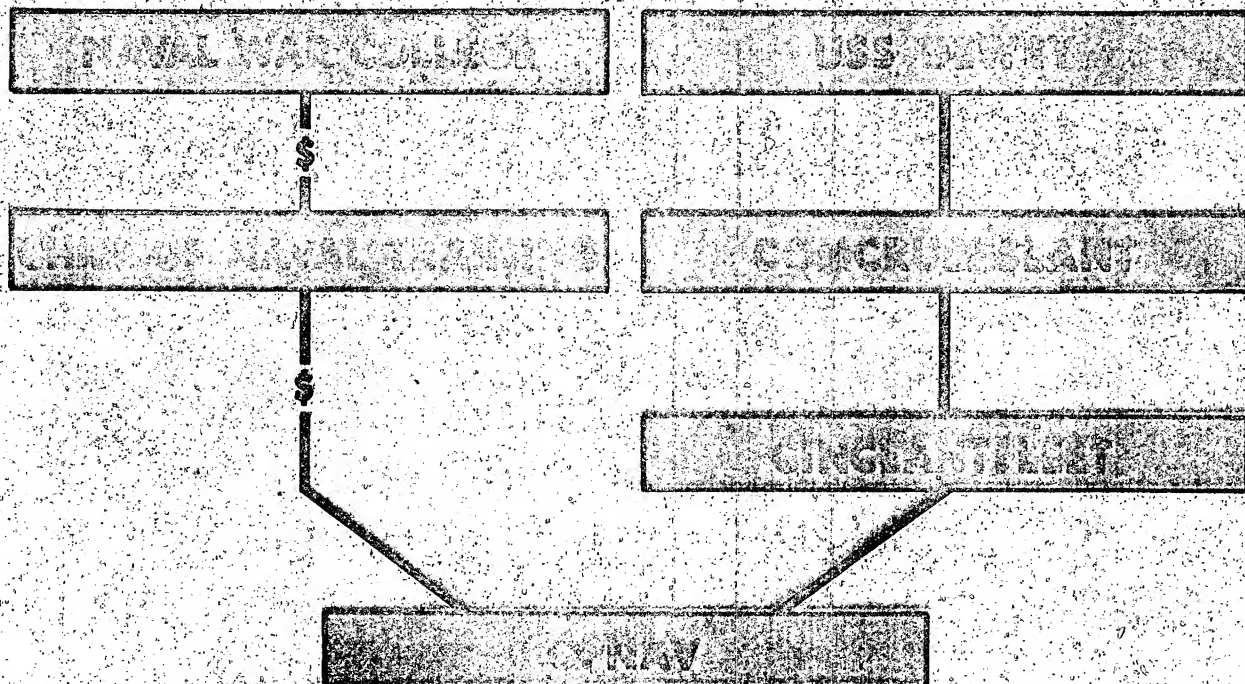
HIGHLIGHTS JUDGMENTS NEEDED



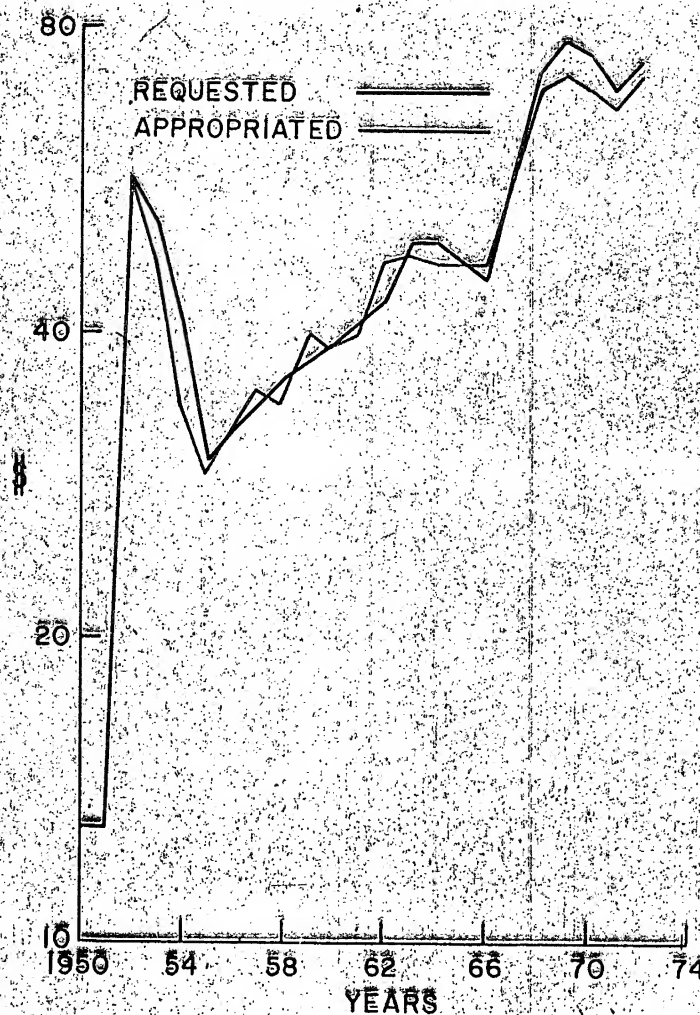


# U.S. NAVY WAR COLLEGE

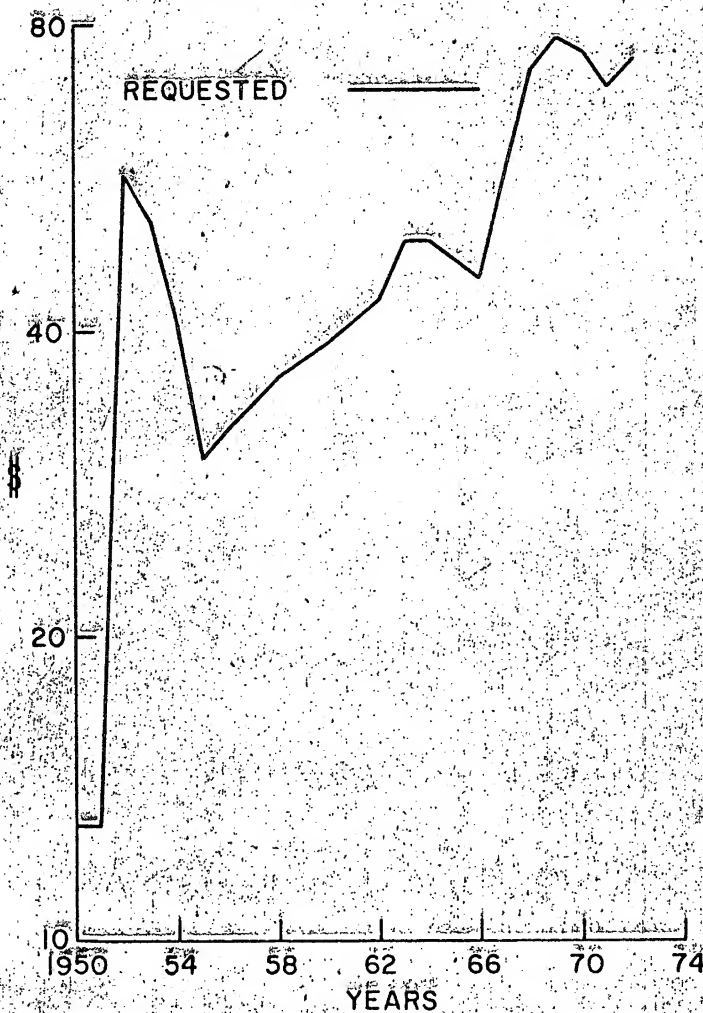
## NAVY BUDGET ORIGIN'S



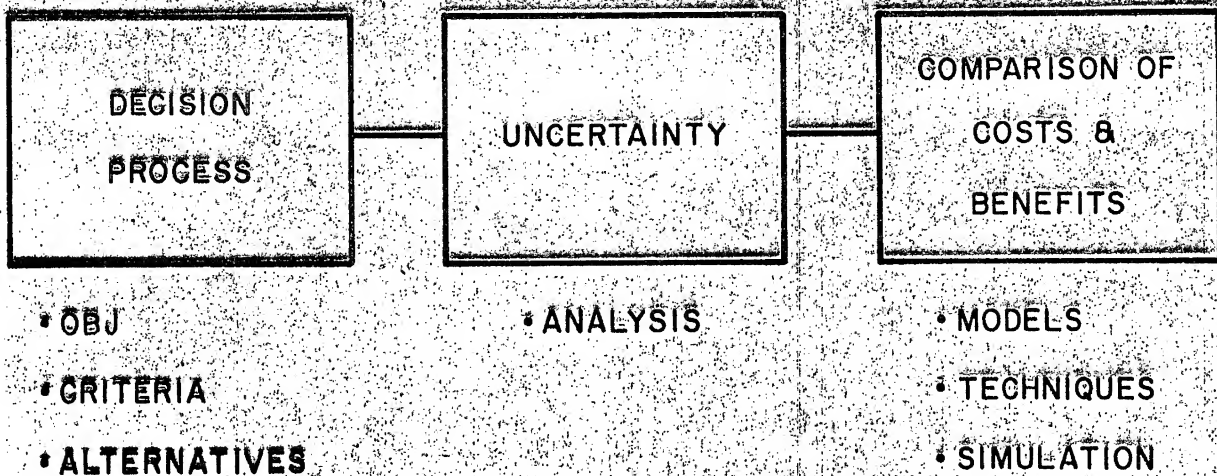
## DEFENSE APPROPRIATIONS BILLIONS OF DOLLARS



## DEFENSE APPROPRIATIONS BILLIONS OF DOLLARS



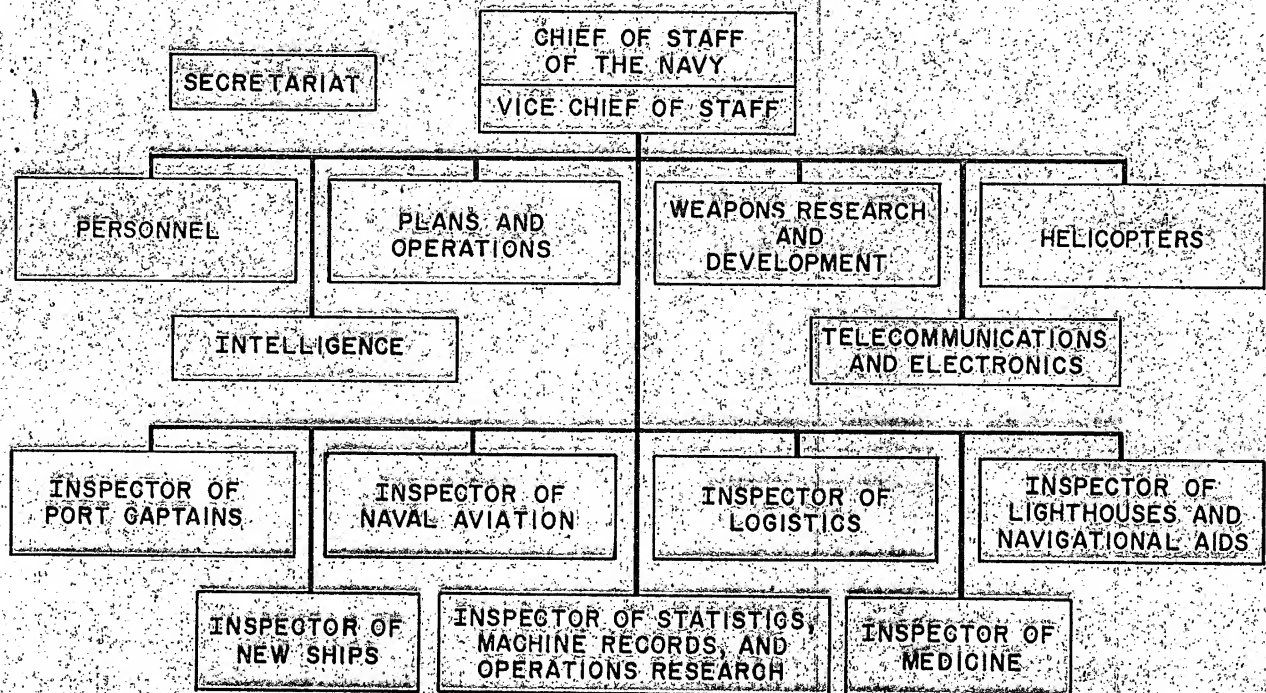
ANALYSIS IN SUPPORT OF DECISION MAKING  
(DECISION MAKING PROCESS)







# ORGANIZATION OF ITALIAN NAVAL STAFF





## QUANTITATIVE BENEFIT ANALYSIS

	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHAPEL</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
<u>WEIGHT</u>						
<u>DIST</u>						
1	300	600	1300	200	25	
2	0	75	100	45	20	
3	200	100	450	300	10	
4	250	300	750	250	57	
5	100	250	400	150	31	



## QUANTITATIVE BENEFIT ANALYSIS

	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHapel</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
<u>WEIGHT</u>	3	2	1	4	5	
<u>DIST:</u>						
1	300	600	1300	200	25	*4325
2	0	75	100	45	20	530
3	200	100	450	300	10	*2500
4	250	300	750	250	57	*3385
5	100	250	400	150	31	2355

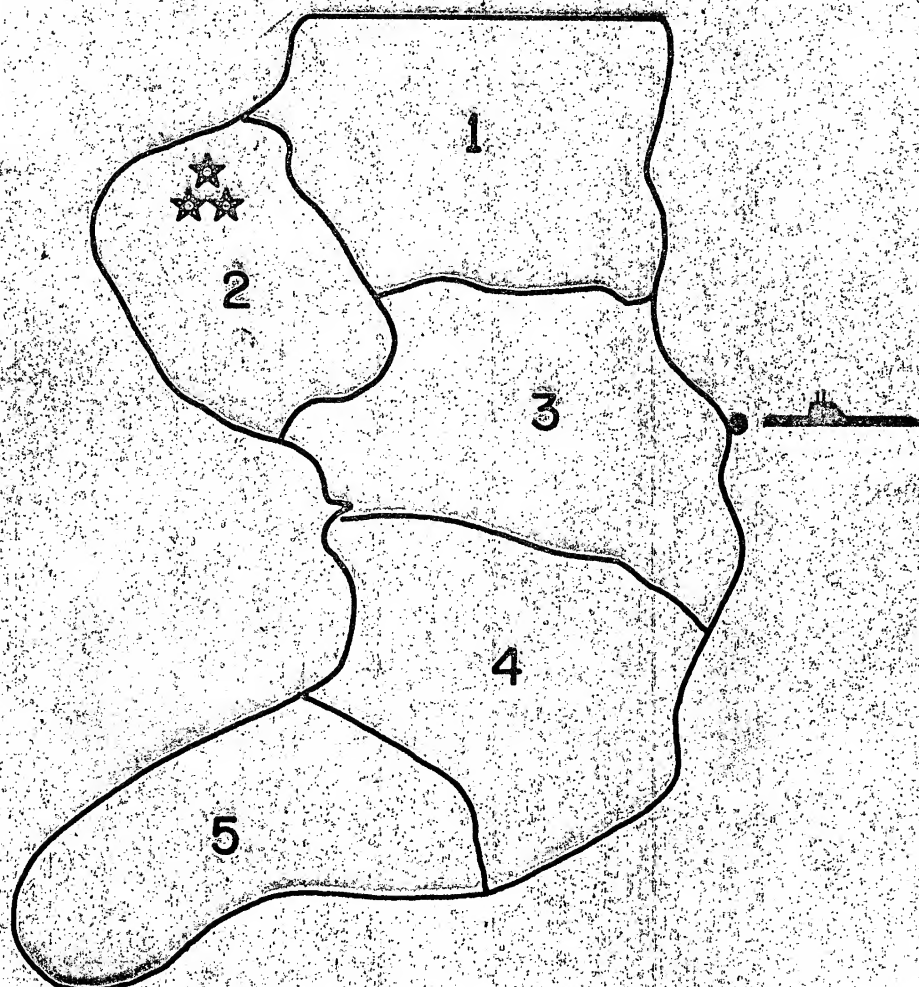




## QUANTITATIVE BENEFIT ANALYSIS

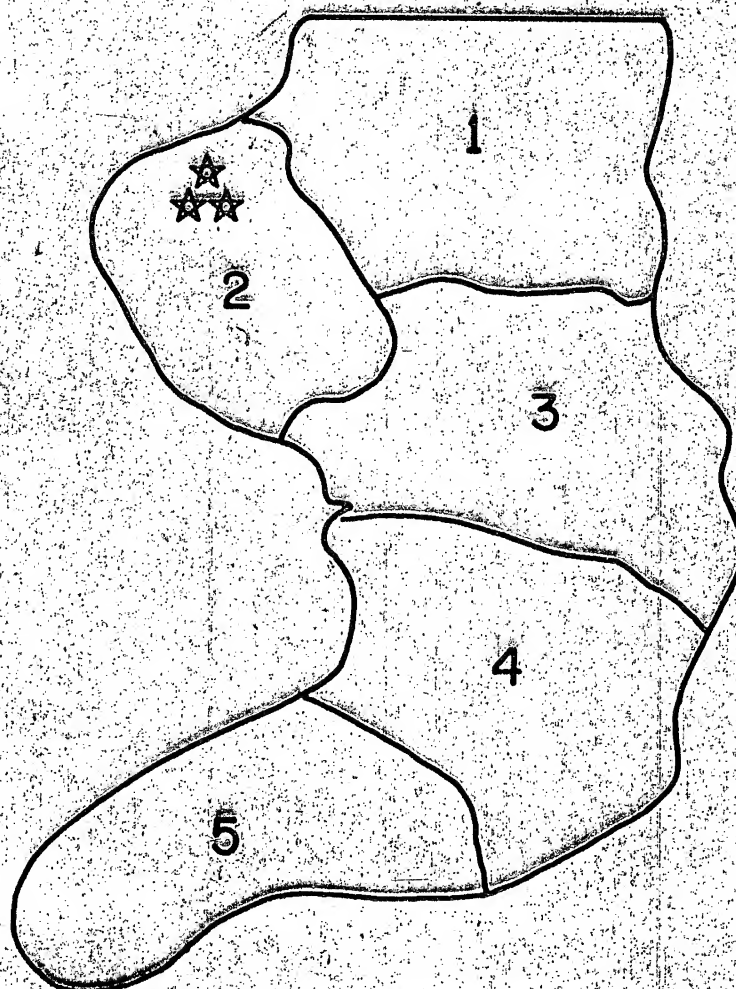
	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHAPEL</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
WEIGHT	3	2	1	4	5	
DIST:	2	3	1	0	0	
1	300	600	1300	200	25 *4325	3700*
2	0	75	100	45	20 530	325
3	200	100	450	300	10 *2500	1150
4	250	300	750	250	57 *3385	2150*
5	100	250	400	150	31 2355	1350*

# CHAPLAIN REGION I



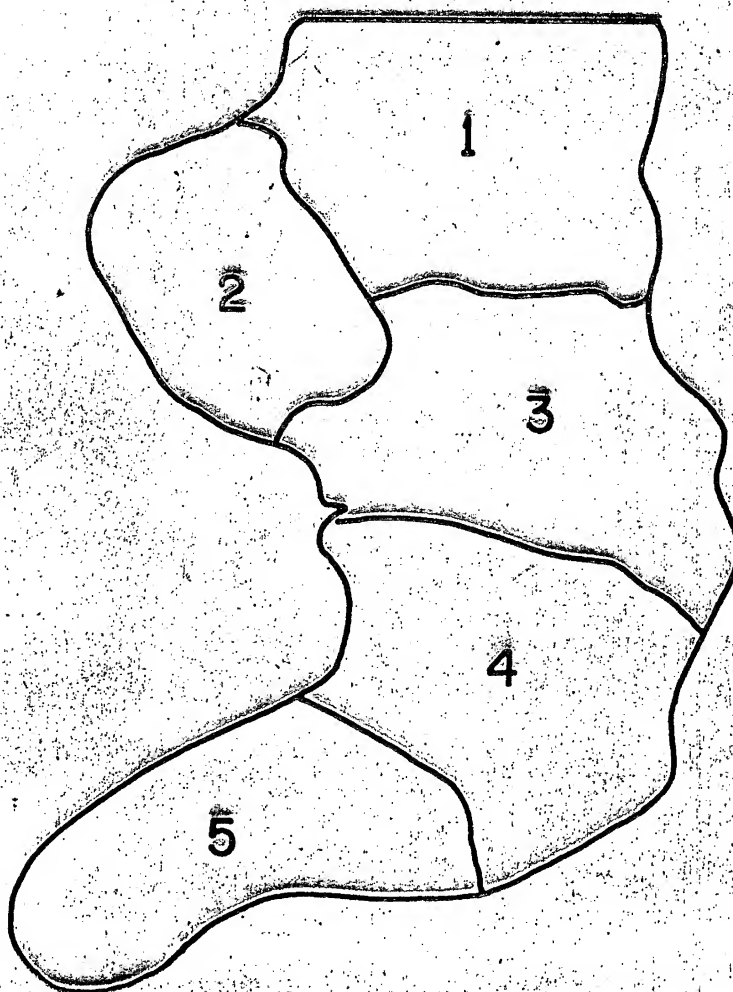
Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

# CHAPLAIN REGION I



Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

# CHAPLAIN REGION I



GA73-49.7

2/12/73

VADM TURNER

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1





## APPROPRIATIONS - PROGRAMS

MANPOWER (MPN)

AIRCRAFT (APN)

WEAPONS (WPN)

OPERATIONS (O&MN)

CONSTRUCTION (MCON)

SHIPS (SCN)

SEA CONTROL

AIR STRIKE

AMPHIB STRIKE

PRESENCE

NUCLEAR DEFERENCE





## APPROPRIATIONS - PROGRAMS

MANPOWER (MPN)

AIRCRAFT (APN)

WEAPONS (WPN)

OPERATIONS (O&MN)

CONSTRUCTION (MCON)

SHIPS (SCN)

SEA CONTROL

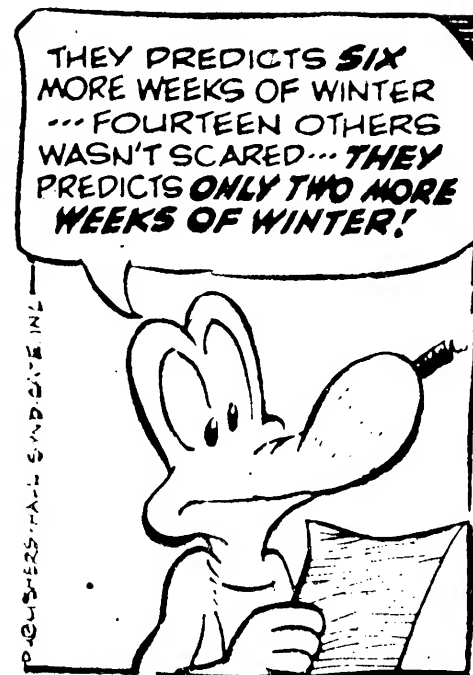
AIR STRIKE

AMPHIB STRIKE

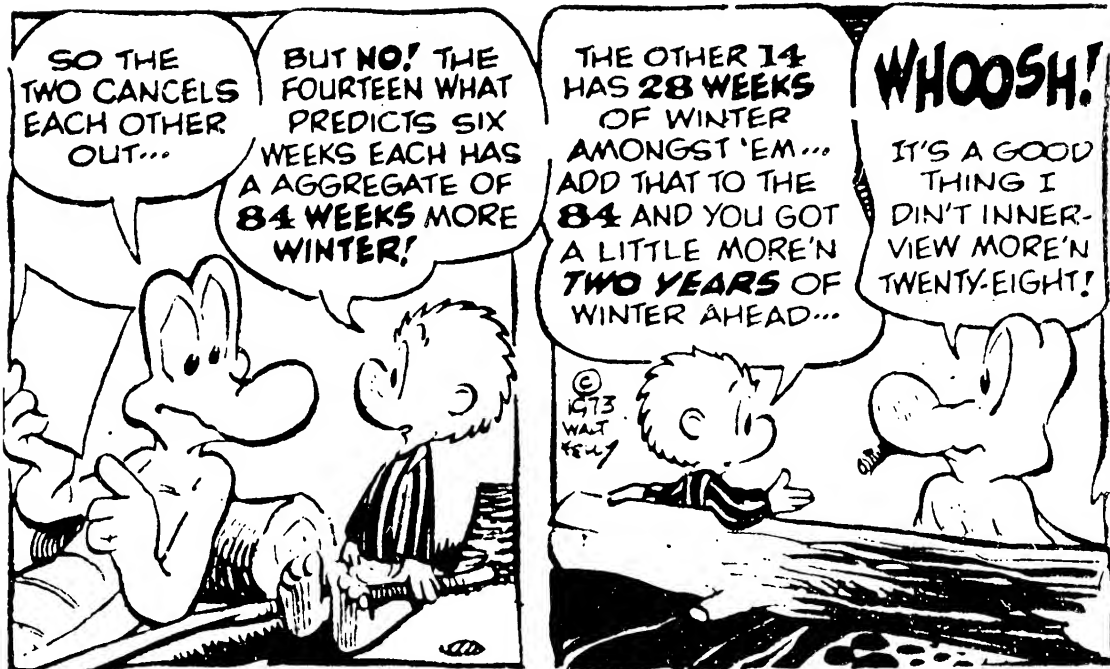
PRESENCE

NUCLEAR DEFERENCE

## Pogo



## By Walt Kelly



Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

# **MANAGEMENT COURSE OBJECTIVE**

## **CONVEY A METHOD OF LOGICAL THINKING FOR MANAGERS**

GA 73-49.5 VADM TURNER 2/12/73

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

## **PROCESS FOR MANAGERS ELEMENTS OF LOGICAL THINKING**

**A  
N  
A  
L  
Y  
S  
I  
S**

**ESTABLISH OBJECTIVES-OUTPUTS**

**SETTLE ON CRITERIA**

**UNCOVER ALTERNATIVES**

**COMPARE COSTS**

**COMPARE BENEFITS**

**"QUANTITATIVE  
ANALYSIS"  
&  
JUDGEMENT**

**DECISION / RECOMMENDATION  
IMPLEMENTATION**

## QUANTIFICATION OF COSTS

ITEMS TO INCLUDE ?

SUPPORT

R & D

TIME TO COVER ?

LIFE EXPECTANCY ?

WHICH ESTIMATES ?

CONTRACTOR

SERVICE

CAPABILITY ?

MULTI-PURPOSE SYSTEMS

NON-DOLLAR COSTS

GA73-49.1 2 / 12 / 73 VADM TURNER



QUANTIFICATION OF BENEFITS  
BASIC APPROACHES

CIVILIANS - HYPOTHETICAL FUTURES  
ANALYSIS

MILITARY - PAST EXPERIENCE-INTUITION  
HUMAN FACTORS  
UNPREDICTABLE FACTORS

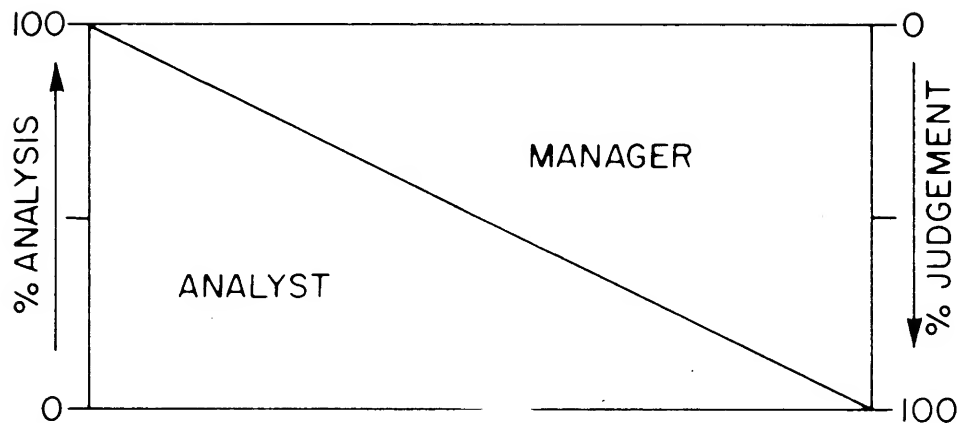
PROBLEMS

PAY OFFS ?  
INCOMMENSURABLES -  
HUMAN LIFE  
SPEED  
PSYCHOLOGICAL IMPACT

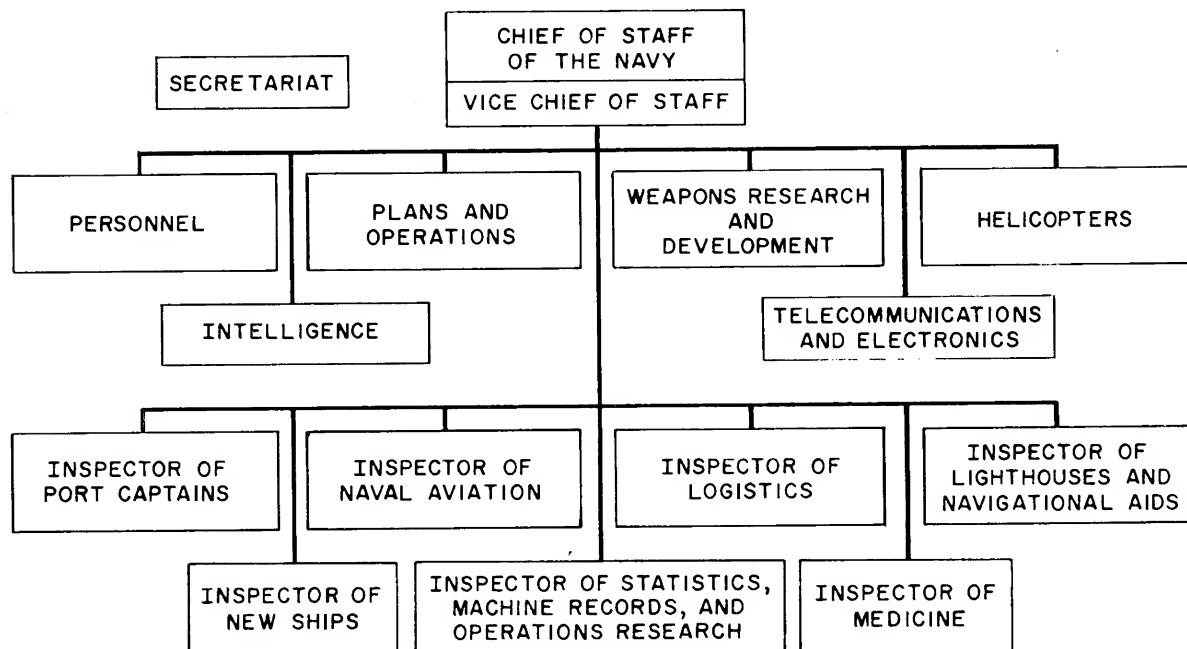
## ANALYTIC TECHNIQUES TO WATCH

OBJECTIVES CORRECT  
ASSUMPTIONS STATED  
    ESPECIALLY THREAT  
SENSITIVITIES ILLUSTRATED  
ALTERNATIVES  
    COMPLETE  
    REALISTIC  
COMPOSITION OF ANALYSIS GROUP  
SPECIFIC/NUMERICAL ANSWERS  
CONCLUSIONS                    }  
RECOMMENDATIONS                } OFFERED?

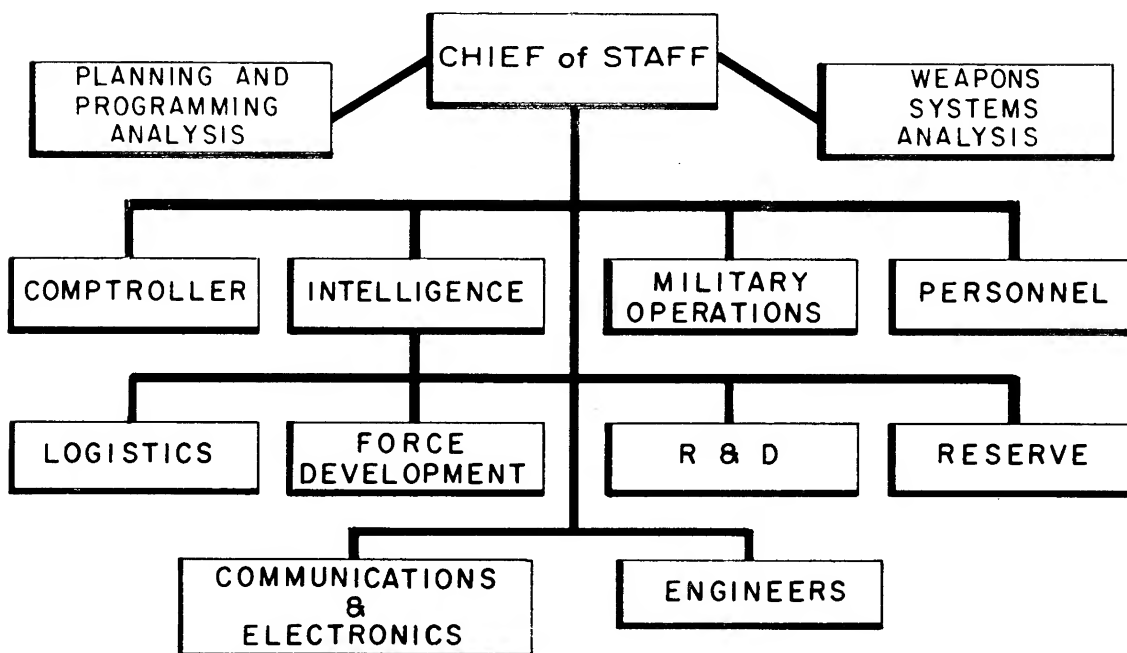
## MANAGEMENT PROCESS



# ORGANIZATION OF ITALIAN NAVAL STAFF

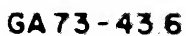


## ARMY HEADQUARTERS



**SOB'S**

**CZARS**

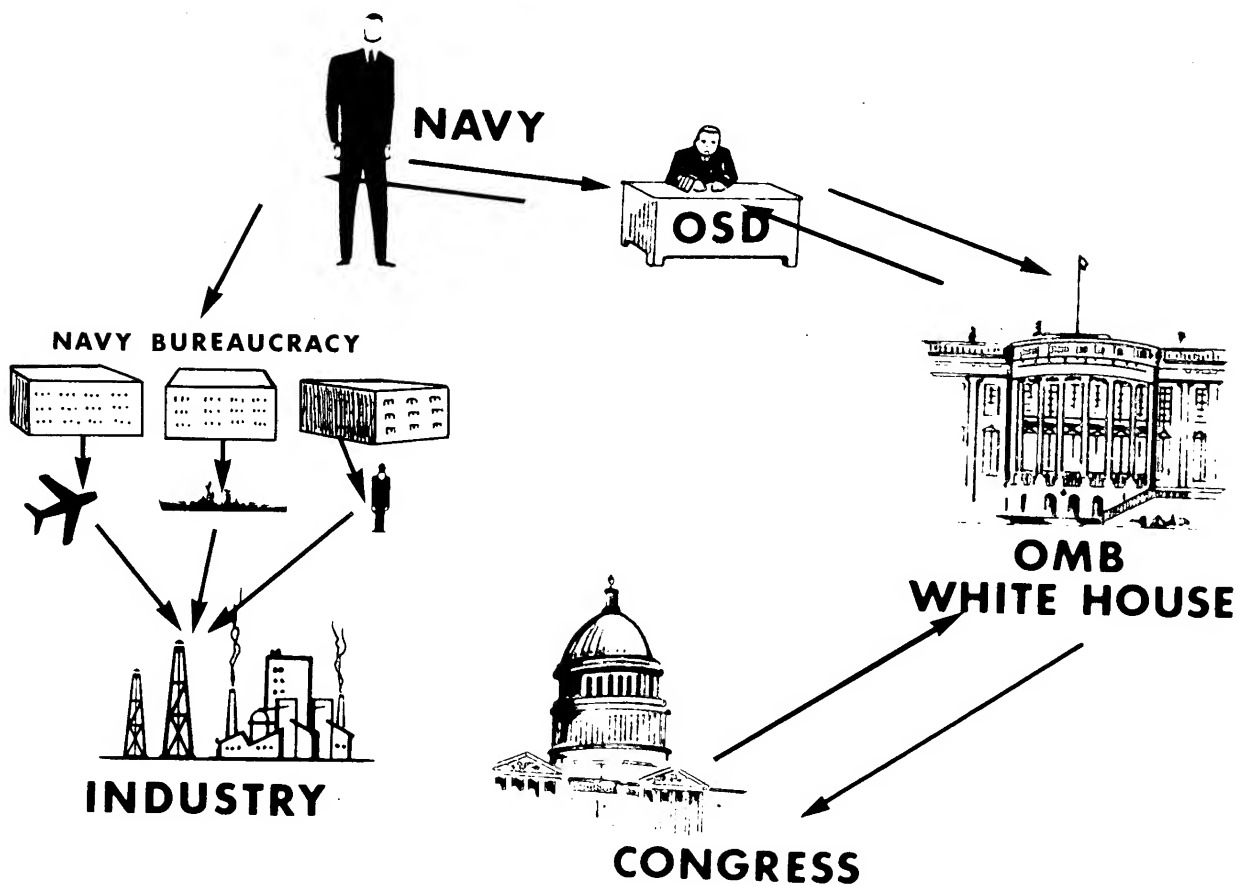


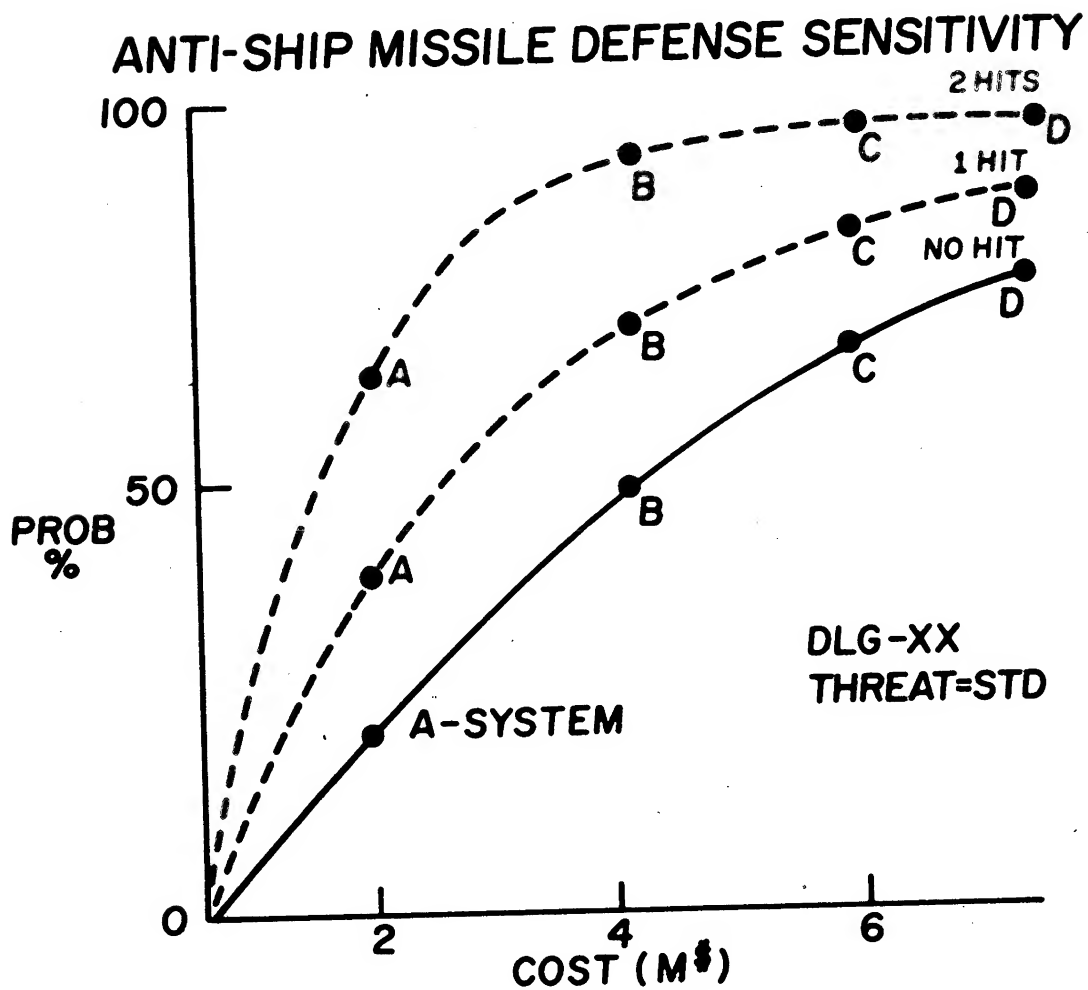
VADM TURNER

2/6/73



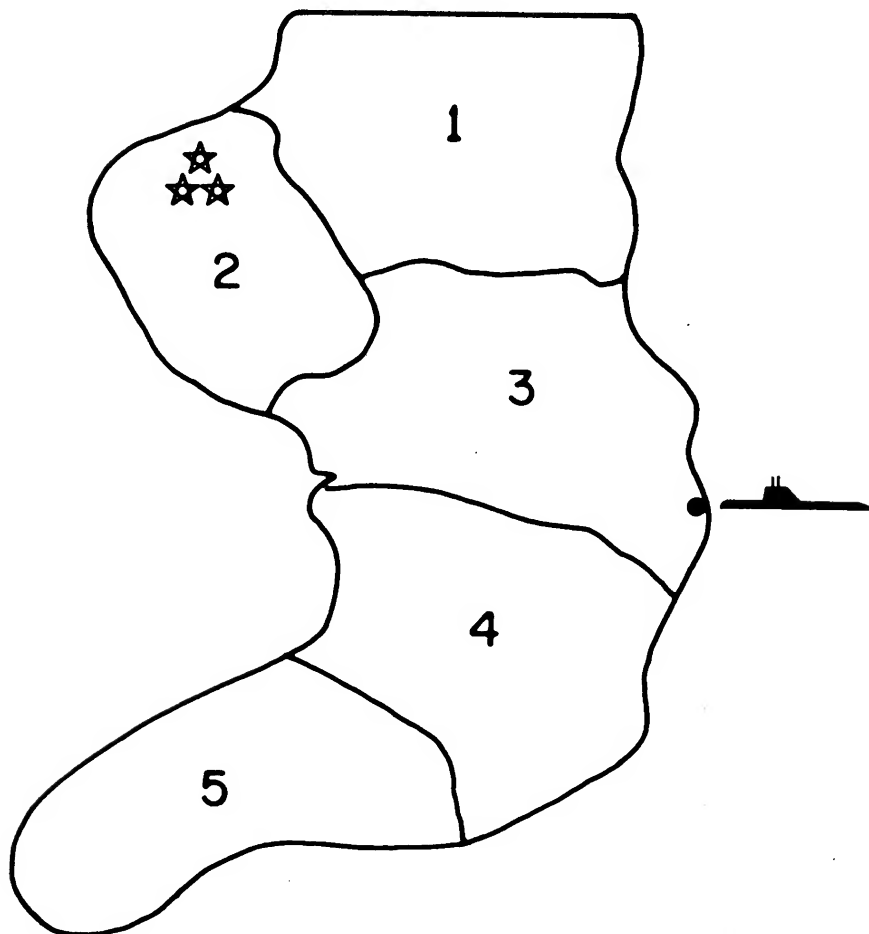
# **NAVY BUDGET FLOW**





Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

# CHAPLAIN REGION I



GA73 - 49.7 2/12/73 VADM TURNER

Approved For Release 2001/09/05 : CIA-RDP80B01554R003600140001-1

## QUANTITATIVE BENEFIT ANALYSIS

	<u>MEN</u>		<u>DEPENDENTS</u>	<u>AVG</u> <u>CHAPEL</u> <u>ATTENDANCE</u>	<u>WEEKLY</u> <u>CALLS</u> <u>ON &amp; BY</u>	<u>INDEX</u>
	<u>SEA</u>	<u>SHORE</u>				
<b>WEIGHT</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>4</b>	<b>5</b>	
<b>DIST</b>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	
1	300	600	1300	200	25	*4325 3700*
2	0	75	100	45	20	530 325
3	200	100	450	300	10	*2500 1150
4	250	300	750	250	57	*3385 2150*
5	100	250	400	150	31	2355 1350*

2-872 me